

Office of Equal Opportunity

Annual Report FY 2011

Making Missouri First: A Team Effort



Jeremiah "Jay" Nixon
Governor

Kelvin L. Simmons
Commissioner – Office of
Administration

Celeste Metcalf
Director



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Director – Office of
Equal Opportunity

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Picture 1: Gov. Nixon and First Lady Nixon meet with Chinese delegation to sign trade agreement.

Picture 2: Gov. Nixon announces new state resources for Teach for America in St. Louis.

Picture 3: Gov. Nixon hosts a roundtable discussion with local entrepreneurs in St. Peters, Mo., to provide details about \$27 million in innovative loans.



In the shadow of the Old Courthouse, home of the famous Dred Scott case, Missouri Gov. Jay Nixon signs a veto for Missouri Senate Bill 188 in St. Louis on April 29, 2011. If passed, the bill would have undermined key provisions of the Missouri Human Rights Act and would have rolled back decades of progress made in protecting civil rights.

Jeremiah "Jay" Nixon
Governor



Kelvin L. Simmons
Commissioner

State of Missouri
OFFICE OF ADMINISTRATION
Office Equal Opportunity
301 W. High Street, Room 630
Post Office Box 809
Jefferson City, Missouri 65102-0630
(573) 751-8130 FAX: (573) 522-8078
<http://www.oa.mo.gov/oeo>

Celeste Metcalf
Director

January 5, 2012

The Honorable Jeremiah W. (Jay) Nixon
Capitol Building, Room 216
Jefferson City, Missouri 65101

Dear Governor Nixon:

Over the past several years, the State of Missouri, and the entire country for that matter, has experienced some challenging economic dilemmas, requiring all of us to make tough choices and answer difficult questions. As a result, and like many other agencies, the Office of Equal Opportunity (OEO) lost some key individuals statewide. During this transition period, OEO was forced to reorganize in an effort to do more with less. We had to address the question, "How do we provide the same level of service with limited and/or fewer resources?" OEO responded to this challenge by reiterating our mission, examining who we are here to serve and then determining the best way to provide the same level of service with limited resources.

OEO has worked diligently since its inception toward the goal of increasing the level of diversification in the state's workforce and contracting opportunities. The enclosed FY 2011 Annual Report reflects our goals and accomplishments toward the achievement of these objectives. Over the past year, we have been engaged in a variety of tasks and responsibilities that support not only Executive Order 10-24, but other diversity initiatives as well. Some of these initiatives are outlined below:

- *Creating a Public-Private Partnership Initiative as a vehicle to raise money for a statewide Disparity Study*
- *Increasing the total number of certified Minority- and Women-owned businesses (MWBE) statewide by 5.07% over FY 2010*
- *Revising and enhancing the OEO website, making it easier for vendors to find M/WBEs and M/WBEs to find opportunities*
- *Adding OMB created NAICS codes to OEO's vendor database to facilitate M/WBE searches by industry category*

OEO recognizes that diversification is an objective we cannot achieve alone. We also recognize that we will not have all the answers. To that end, we strongly encourage, welcome and solicit ideas from other state agencies, our partners, contacts and relationships, and from as many internal and external parties as possible regarding how to move this common state agenda forward.

We will continue to provide a vehicle for receiving and communicating progressive policy issues and ideas. We even added a "Feedback" section on our website to allow for anonymity in the submission of comments and suggestions.

We must work as a team, with a shared vision and a common agenda, to make Missouri a better place to live and work. With your continued support of OEO's efforts, we will strive to build on prior successes in our struggle to "Make Missouri First."

Sincerely,

Celeste Metcalf, Director

Executive Summary

Who We Are

The Office of Equal Opportunity (OEO) is a program within the Office of Administration (OA). OEO exists to promote a diversified workforce within state government and to increase the level of opportunities for women- and minority-owned businesses seeking to contract with the state. OEO works toward these goals by completing the following primary functions: Certification and Advocacy of Minority/Women Business Enterprises (M/WBE), Data Gathering, Monitoring and Reporting Activities.

Celeste Metcalf was appointed OEO Director in July 2011 and was given the following tasks:

- Initiate a fundraising campaign for a new statewide disparity study
- Implement policies and procedures to monitor statewide diversification activities
- Coordinate statewide diversification efforts, thereby enhancing statewide results
- Strengthen ongoing outreach activities

During her tenure, Metcalf will focus on several objectives, one of which will be increasing the awareness of the benefits of diversification.

Diversification is a well known desirable goal in investment circles. In a diversified portfolio, the impact of one underperforming investment vehicle is lessened by another investment that is likely to out-perform the rest. Not unlike a diversified investment portfolio, in which diversification helps shield an investor/shareholder from losses, many believe the benefits that can be derived from a diversified workforce are similar.

Diversification in the workforce has been known to increase productivity and creativity, resulting in an improved bottom line. Diversification in contract opportunities, for example, can increase the number of potential, viable vendors that the state can access, as well as increase the potential number of customers that can support small businesses.

“The more exposure a business is given, the greater the opportunity to develop and cultivate long term business relationships, Metcalf said. “Once that door is opened and a relationship has been established, you have effectively improved the chances for future business opportunities.”

Director Metcalf’s ultimate goal is to focus on the underutilization of small businesses statewide. “If we can figure out new, creative ways to embrace and support underutilized businesses, we can then begin to reap the benefits, in terms of products, services and ultimately tax revenues that these small businesses have to offer,” Metcalf said.

Some small businesses simply need one good customer to allow them to flourish and thrive. To the extent we can contribute to the success of underutilized, small businesses statewide, we can contribute to the economic viability and financial sustainability of the State of Missouri.

What We Do

- **Certification** - OEO certifies prospective M/WBE vendors and then adds these certified vendors to our public database. This certification is what enables M/WBE vendors to be counted when the state seeks to track the level of expenditures resulting from contracts with minority and women vendors. In addition, this database provides a readily available resource for state agencies, as well as non-state government entities, seeking to do business with minority and women vendors.
- **Advocacy** — OEO is the voice that advocates on behalf of minorities and women to ensure their representation in the State of Missouri’s workforce and to monitor their inclusion in the State’s procurement process.
- **Education & Outreach**-- OEO is constantly seeking proactive ways to foster the inclusion of minorities and women throughout state employment and contracting opportunities, including, but not limited to, disseminating

job and procurement information through various internet-based media, such as OEO's website, Facebook and Twitter.

- **Matchmaking Activities**—Matchmaking includes, among other things, assisting minorities and women in the identification of state agencies who are trying to fill a need, now and in the future. These activities are designed to both make introductions and also build relationships between minorities and women-owned businesses and the ultimate decision makers.
- **Data Gathering**—OEO collaborates with each executive department to gather pertinent data regarding the utilization of minorities and women throughout state government.
- **Reporting**—OEO reports the results of our findings on a regular basis to the Commissioner of Administration and on an annual basis to the Governor as mandated by Executive Order 05-30.

Purpose of the Annual Report

As the chief diversity office for the State of Missouri, OEO submits this annual report to the Governor to summarize the progress made toward the achievement of the state's diversification goals. This report will show how many minorities and women are employed by the state, the number of minority and women businesses engaged in contracting opportunities, as well as the percentage of M/WBE utilization within each of these procurement activities. This report also analyzes procurement and workforce diversity data, department by department, and provides a summary of departmental activities.

OEO is often referred to as "The Face of OA" because of OEO's aggressive community involvement, advocating diversity and inclusion for all Missouri citizens. Many ideas for improvement and feedback, from entities with a desire to express and share their experiences with the state, come from this constant contact and community involvement. As a result, OEO is the "internal" voice for these "external" concerns and is empowered to offer suggestions to departments and decision-makers regarding how the state can achieve desired objectives. Throughout the year, OEO meets with each department to discuss utilization goals and objectives as well as to develop strategies to increase utilization in underutilized areas.

Recommendations are provided at the conclusion of this report for departments to consider as they prepare their plans and reports for FY 2012. The recommendations for FY 2012 are designed to be a framework for the departments to develop action plans that will enable the achievement of each department's internal initiatives and OEO's comprehensive goals. The ultimate objective is the attainment of a workforce and, at the same time, annual contract awards that are reflective of Missouri's diverse population and demographic: a team effort that requires teamwork.



Picture 1: Gov. Nixon calls for passage of Made in Missouri Jobs Package during a visit to Solae Company
Picture 2: Joined by school and community leaders, Gov. Nixon details construction and renovation projects, made possible by no-interest bonds awarded by the state, at Trenton's Rissler Elementary School.

OEO's Vision and Mission Statement

Mission Statement

The Office of Equal Opportunity strives toward participation in employment and contracts commensurate with and reflective of the state's current demographics, with the ultimate objective of improving and enhancing the long-term economic viability of the State of Missouri.

Vision

The Office of Equal Opportunity envisions being the central focal point for progress regarding the participation of minorities and women in employment, federal and state contracts, and business relationships throughout the State of Missouri.

The Office of Equal Opportunity will develop and establish a communications channel that encourages information flow from the top to the bottom. The "top" includes entities with the decision-making capacity to hire, engage and supply opportunities, such as departments, agencies and private businesses presenting opportunities of interest. The "bottom" includes the network of women, minorities and minority businesses, contractors, civic organizations, associations and certifying agencies providing the names of potential candidates with the qualifications to fulfill the opportunities presented.

In addition, the Office of Equal Opportunity will subscribe to the notion that the synergy resulting from the combined efforts of all business ventures has a greater impact statewide than the individual efforts of a few businesses. While there may be many "stars" scattered throughout Missouri, we should not focus on cultivating only the "stars" at the exclusion of the many other business entities that exist.

A successful sports team is only as good as the "bench" in place to support their star players. In much the same way that a sports team cannot rely solely on one or two individuals, the state cannot risk its future solely on a select few businesses to provide the foundation for future growth. Growth takes time, patience and attention; we must give our attention to the businesses of today AND tomorrow lest we lose both.

Finally, the Office of Equal Opportunity will strive to communicate the idea that the responsibility to increase minority and women participation cannot and should not rest in the hands of one agency or one entity. Raising the bar of minority and women participation statewide should be everyone's charge.

This vertically integrated approach to opportunity access, combined with the use of various State resources at our disposal, is designed to ultimately enhance the continuity, success and economic viability of all entities residing within the State of Missouri.

OFFICE OF EQUAL OPPORTUNITY STAFF



Celeste Metcalf
Director



Roxana Antonio
Fiscal & Administrative
Officer



Nancy Heyer
Certification Officer



Janet Carter
Certification Specialist

Historical Timeline

Period: 1990 - 1993

In 1990, the General Assembly passed, and Gov. Ashcroft signed, Senate Bills 808 & 672, directing the Office of Administration to "establish and implement a plan to increase and maintain the participation of certified socially and economically disadvantaged small business concerns or minority business enterprises, directly or indirectly, in contracts for supplies, services, and construction contracts, consistent with goals determined after an appropriate study conducted to determine the availability of socially and economically disadvantaged small business concerns and minority business enterprises in the marketplace."

Period: 1994 - 1997

In 1994, the State of Missouri utilization of M/WBE vendors was governed by Executive Order 94-03, signed by Gov. Mel Carnahan, which in Article XIII reads: ***The state shall work toward a goal that at least five (5%) percent of the contracts awarded by departments in the executive branch to for-profit businesses and five (5%) percent of the contracts awarded to not-for-profit businesses shall be to minority-owned or controlled enterprises.*** In 1994, the State of Missouri Legislature appropriated funds through the Department of Economic Development to conduct a Disparity Study. The main objective of the 1994 disparity study was to determine the utilization of M/WBEs in contracts and awards by the State. The consultant was directed to determine whether any barriers to equal contracting opportunities existed that were the product of discriminatory practices in the marketplace in which the State operates. The Disparity Study documented that the State of Missouri, in 1996, was at minimum a passive participant in discrimination practices in its market area. The Study supported the creation of a State of Missouri Minority/Women-Owned Business Contracting Procedures Program to increase utilization of Minority/Women-Owned Business in Construction, Design, Consulting, Purchasing and Lottery contracts.

Period: 1998 - 2004

After the completion of the disparity study, and with a legally defensible document in place, the Oversight Review Committee expressed that the most promising means of implementing the committee's recommendations of race- and gender- neutral measures, without formal action by the legislature, would be an Executive Order issued by the Governor. This recommendation gave birth to Executive Order 98-21, signed by Gov. Mel Carnahan, which increased the utilization percentages in the following manner:

"2.a. ... the Division of Purchasing and Materials Management shall be authorized to require prime contractors to subcontract with MBEs and WBEs on targeted contracts of \$ 100,000 or greater. Percentage goals shall be set for individual contracts by the DPMM in consultation with the Office of Contract Compliance (OCC) and user agency depending on the availability of MBE and WBE vendors in the applicable commodity/ service and geographic area, but the overall goal for all purchases for each fiscal year shall be set at 10% MBE and 5% WBE participation.

Period: 2004 - 2008

On September 27, 2004, Behavioral Interventions, Inc. filed a lawsuit in the U.S. District Court, in the Western District of Missouri challenging the propriety of Missouri's M/WBE program. In January 2005, a preliminary injunction was issued ordering the Office of Administration, State of Missouri to suspend the placing of M/WBE requirements in any procurement by the State of Missouri. As a result of this injunction, a new executive order that would supersede Executive Order 98-21 was created. Gov. Matt Blunt signed Executive Order 05-30, which states: ***"3.a. DPMM shall be authorized to encourage prime contractors to subcontract with M/WBEs on all contracts of \$100,000 or greater. OEO contracts shall include a provision for participation which will allow the bidders to tailor a plan to fit the contract. Mandatory percentage goals of M/WBE participation shall not be established in violation of federal or state law. M/WBE participation shall be encouraged by DPMM in consultation with OEO and the user agency depending on the availability of M/WBE vendors in the applicable commodity/service and geographical area. DPMM shall consider M/WBE participation as a significant factor in a contract bid. The M/WBE participation will be evaluated along with other criteria in the award of a bid. It is intended that 10% MBE and 5% WBE percentage is desired.***

Period: 2009-June 2011

Commissioner Kelvin Simmons appointed Alan Green as the Director of Office of Equal Opportunity in March 2009. Following that appointment, Gov. Nixon and Commissioner Simmons charged Director Green as the “Chief Diversity Officer” for the State of Missouri and its 16 executive departments. Director Green managed a staff of six, but the 16 department directors also played integral roles in OEO’s operation. Under Director Green’s leadership, OEO actively built relationships within the state’s governmental structure that enabled the coordination and review of current policies and procedures related to diversity.

In July 2011, Celeste Metcalf became the current Director of OEO. Below are some of the highlights of this current year:

Period: 2011 Highlights

1. Missouri Minority Business Advocacy Commission (MMBAC)

The Minority Business Advocacy Commission exists to actively promote minority vendor participation in the State of Missouri. Prior to 2009, when the Commission was dismantled, minority participation decreased substantially. In 2009, the Commission was reactivated and has been engaged in the same advocacy goals as in the past. The Office of Equal Opportunity staffs the Commission.

2. Missouri Code of State Regulations (CSR) The Office of Equal Opportunity was responsible for getting the Code of State Regulations updated to ensure that OEO offers certification only to out-of-state M/WBEs from states that allow certification of Missouri’s M/WBEs.

3. OEO Website

OEOs website is new and improved! It is more user friendly, more informative, makes it easier to find bid and job opportunities and even includes a “Feedback” section allowing users to tell us what they are thinking, issues they are having, and/or any problems they would like OEO to consider addressing.

4. Certification Contractors

The loss of staff members left a gaping hole in OEO’s ability to provide the same level of service. In spite of this hole, “the show must go on!” OEO addressed this issue by hiring external contractors to provide on-site visits as required by our certification process.

5. OEO Database of Certified Vendors

OEO received a lot of feedback in the past regarding the challenges faced when attempting to search for a suitable minority or woman vendor. We added “NAICS” codes as an additional field to each M/WBE description to make the search easier and less cumbersome. NAICS codes are used nationwide and were created by the Office of Management and Budget (OMB) as a means to track businesses and business activity by particular industries.

6. Public Private Partnership Initiative

OEO embarked on an exciting venture this year which we anticipate will lay the groundwork for many more partnership opportunities in the future. The Public-Private Partnership Initiative, 3PI, was launched as a means to engage support from external, non-government sources to support a government fundraising effort. 3PI was formed to generate statewide support and raise money for a disparity study

OEO Fiscal Year 2012 Recommendations

Every state functions as a conglomeration of interdependent agencies and departments, providing services to residents from a variety of locations, scattered throughout the state, each with unique budget constraints, needs and preferences, purchasing capabilities and hiring practices. Missouri is definitely not unique in this regard. Whatever the objective, these interdependencies present an abundance of opportunities to communicate any message and achieve any goal.

Gov. Jay Nixon signed Executive Order (EO) 10-24 in July 2010. EO 10-24 prohibits discrimination in personnel and employment practices, among many other agenda items. The Governor's appointment of the State OEO Officer empowered this role as the state's chief compliance office for the executive branch of state government to ensure that the State of Missouri is complying with all federal and state laws concerning equal employment opportunity and workforce diversity.

Gov. Matt Blunt signed Executive Order (EO) 05-30 in September 2005. EO 05-30 was intended to pursue the compelling interest of remedying discrimination in procuring all types of goods and services. EO 10-24 was designed to support and augment EO 05-30. These executive orders combined represent the stated objectives of both the current and former Governors of the State of Missouri.

How can we collectively move these widely encompassing, well-meaning and well-intentioned agendas forward? We can achieve the objectives of these EOs TOGETHER, as one team!

OEO provides the following recommendations as a means to achieve these objectives:

- Request each agency and department's assistance in the development of a comprehensive listing of outreach resources
- Once completed, add to this list frequently and/or as often as new resources, media and outreach avenues are discovered
- Enhance the effectiveness of the Contract Compliance Council, requesting these select individuals develop a forum to discuss "best practices" and success stories
- The Council will be the basis for the coordination and sharing of unique ideas that have applicability in other areas of state government
- Increase OEO's database of M/WBEs (per the SBA, minority owned businesses numbered 42,939 in 2007)
- Explore more effective ways of tracking and recording M/WBE expenditures to ensure accuracy and completeness in the information being relied upon for M/WBE goal measurement and achievement purposes
- Improve the monitoring of M/WBE utilization in state contracts to ensure all opportunities are being seized
- Monitor high volume and/or high dollar purchase areas to determine whether M/WBEs are consistently being considered and/or engaged

Finally, when Gov. Jay Nixon signed House Bill 745 in July 2009, his intention was to revitalize the emphasis on buying Missouri products. Specifically, the bill states *".....when purchasing goods, the Commissioner of the Office of Administration, or any state agent, must give preference to products processed in this state and to all new generation processing entities."*

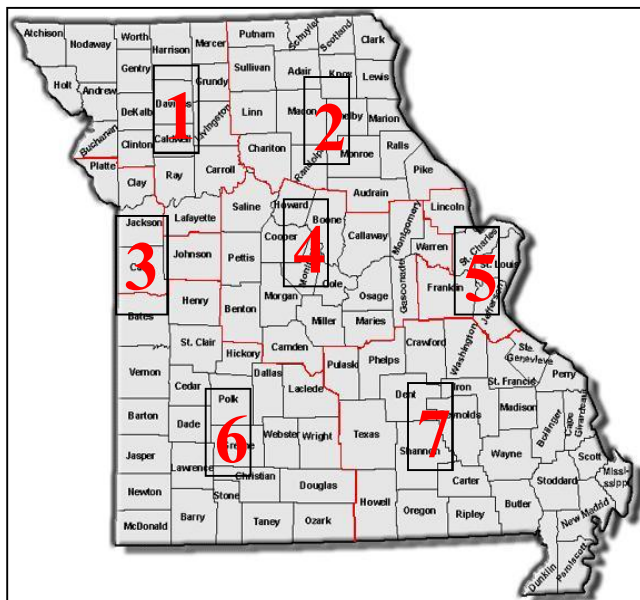
This legislation placed new emphasis on putting "Missouri First" and provides direction regarding what all the states purchasing policies and practices must entail and include. OEO encourages and recommends the Missouri First concept be inclusive of diversification so that all Missouri businesses benefit from and are supported by these policies.

The phrase popularized by John F. Kennedy, "A rising tide lifts all boats," is particularly appropriate in this instance. If we raise awareness of and focus on increasing the amount of statewide purchases from all Missouri businesses, and Make Missouri First, every Missouri resident and entity can reap the benefits of these policies as a direct result.

Certification Analysis

Fiscal Year 2011 Certification Analysis

The Office of Equal Opportunity certifies M/WBE vendors for the State of Missouri. Each Missouri vendor applicant must be visited at their business location as part of this certification process. The state is divided into the following regions indicated on the map below for certification purposes.



2010-2011 On-Site Comparison

Region	2010	2011	% Change
Northwest	4	3	-25.00%
Northeast	4	3	-25.00%
Kansas City	35	26	-25.71%
Central	24	30	25.00%
St. Louis	90	73	-18.89%
Southwest	22	19	-13.64%
Southeast	12	8	-33.33%
Total	191	162	-15.18%

These visits were compared to the previous year by region with minimal decreases in most areas of the state as indicated. Central region had the largest increase and the Southeast region the biggest “percentage” decrease. The tracking of these figures assists our program in planning future outreach efforts.

OEO’s definition of a Minority Business Enterprise (MBE) is one that is at least 51% owned and controlled by one or more minority individuals.

A racial minority is, for the purposes of the State of Missouri’s MBE program, defined as individuals who are either a citizen or a lawfully –admitted permanent resident of the United States and a member of one of the following groups: Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Asian Indian Americans and other similar racial minority groups as stated in the Missouri Revised Statutes, Chapter 33 Section 33.750. Other minorities also included in these statutes are Alaskan Natives, Pacific Islanders, and Aleuts.

A Woman Business Enterprise (WBE) is a business that is at least 51% owned and controlled by one or more women.

2010-2011 Certification Comparison

	2010	2011	% Change
MBE	439	454	3.42%
WBE	927	975	5.18%
M/WBE	231	249	7.79%
Total Certified	1597	1678	5.07%
# New Certifications	265	253	-4.53%
# Denial/Decline	27	35	29.63%

Comparisons of figures between the previous two years show significant increases in all areas. 2011 reflects a positive overall increase of 81 certified minority and women-owned business enterprises (MBE/WBE & M/WBE).

Certification as an MBE and/or WBE allows the state to monitor, promote and track state contract opportunities with these entities. All certified MBE/WBE vendors appear on the Office of Equal Opportunity Directory of Certified MBE/WBE Vendors. State agencies, contractors, public and private sector entities have access to this resource, enabling them to solicit certified minority and/or woman participation for ongoing projects.

Summary-Comparison Survey

The chart below separates vendors by region and then by general categories according to their line of work: Commodities, Services, information technology (IT), Commodity/Service and Design & Construction. These distinctions are beneficial in that they allow us to tailor our outreach communications and efforts to recruit new vendors in select categories as opportunities are presented statewide.

The Services and Design/Construction categories contain the largest numbers of vendors due to the broad range of services covered and the wide variety of specific talents and skills offered.

OEO's Directory of Certified Minority and

Women Business Enterprises is a terrific way to locate MBE/WBE vendors. The directory allows multiple search methods for one to narrowly tailor a search request to accommodate the specific needs of those wishing to do business with MBE/WBE firms. It also provides contact information and summary details on each individual business.

	Commodities	Services	IT	Commodity /Service	Design/ Construction	Region Totals
Region 1	5	14	1	1	11	32
Region 2	1	7	0	0	5	13
Region 3	40	136	10	9	118	313
Region 4	19	79	13	7	58	176
Region 5	80	289	44	35	219	667
Region 6	8	38	0	4	39	89
Region 7	7	23	0	3	24	57
Out of State-8	27	116	36	26	67	272
Category Totals	187	702	104	85	541	1619



The St. Louis American newspaper meets with representatives of the Office of Administration, Public Service Commission, Department of Social Services and the Department of Agriculture.

Fiscal Year 2011 Statewide Procurement Analysis

Executive Order 05-30 states that “all state agencies shall continue to make every feasible effort to target the percentage of goods and services procured from certified MBEs and WBEs to 10% and 5%, respectively.” Table 1 gives an overview of expenditures incurred by each executive department. Although the legislature, judiciary and executive branch are not subject to this executive order, their M/WBE utilization is also shown.

	MBE	WBE	NON-M/WBE	TOTAL		
	EXPENDITURES	EXPENDITURES	EXPENDITURES	EXPENDITURES	MBE %	WBE %
Legislature, Executive and Judiciary Branches*	\$5,727,633.09	\$1,518,445.46	\$31,259,778.17	\$38,505,856.72	14.87%	3.94%
EXECUTIVE DEPARTMENTS						
OFFICE ADMINISTRATION	\$34,153,007.13	\$3,164,737.12	\$62,319,326.01	\$99,637,070.26	34.28%	3.18%
AGRICULTURE	\$160,344.52	\$111,252.76	\$2,681,089.96	\$2,952,687.24	5.43%	3.77%
INSURANCE	\$129,109.15	\$57,175.24	\$2,138,752.72	\$2,325,037.11	5.55%	2.46%
CONSERVATION	\$3,765,821.72	\$381,916.26	\$25,991,635.04	\$30,139,373.02	12.49%	1.27%
ECONOMIC DEVELOP	\$1,292,770.55	\$1,273,803.76	\$9,640,048.90	\$12,206,623.21	10.59%	10.44%
ELEM & SEC EDUCATION	\$506,193.72	\$3,251,701.98	\$33,004,568.65	\$36,762,464.35	1.38%	8.85%
HIGHER EDUCATION	\$26,309.52	\$43,400.64	\$7,380,458.66	\$7,450,168.82	0.35%	0.58%
HEALTH & SENIOR SERVICES	\$883,941.51	\$205,823.02	\$6,832,484.66	\$7,922,249.19	11.16%	2.60%
MO TRANSPORTATION	\$14,718,534.38	\$2,226,878.93	\$159,203,530.15	\$176,148,943.46	8.36%	1.26%
LABOR & INDUSTRIAL	\$150,253.87	\$183,125.96	\$1,498,743.07	\$1,832,122.90	8.20%	10.00%
MENTAL HEALTH	\$212,701.54	\$288,034.71	\$45,486,730.32	\$46,347,466.57	0.46%	0.62%
NATURAL RESOURCES	\$1,096,458.02	\$1,300,325.04	\$16,713,233.28	\$19,110,016.34	5.74%	6.80%
PUBLIC SAFETY	\$9,742,980.19	\$1,527,560.65	\$63,509,555.42	\$74,780,096.26	13.03%	2.04%
REVENUE	\$1,735,049.74	\$840,956.90	\$40,998,185.32	\$43,574,191.96	3.98%	1.93%
SOCIAL SERVICES	\$4,370,634.03	\$3,382,492.53	\$121,935,795.93	\$129,688,922.49	3.37%	2.61%
CORRECTIONS	\$4,900,825.21	\$10,178,178.98	\$189,546,966.41	\$204,625,970.60	2.40%	4.97%
TOTALS FOR EXECUTIVE DEPARTMENTS	\$77,844,934.80	\$28,417,364.48	\$787,484,299.07	\$894,106,598.35	8.71%	3.18%
TOTALS STATEWIDE	\$83,572,567.89	\$29,935,849.94	\$818,744,077.24	\$932,612,455.07	8.96%	3.21%
Expenditures include only those goods and services that are available for purchase from vendors. Colleges and Universities are excluded. Leasing expenditures are excluded. Journal vouchers are not captured in the MBE/WBE report						

Table 1

The Division of Purchasing and Materials Management (DPMM) enters into statewide contracts which, in many instances, are mandatory or preferred and provide the State of Missouri with cost savings. Internal analysis shows that 53.41% of statewide executive branch department expenditures are incurred through DPMM contracts. The same analysis showed that 46.59% of statewide expenditures are discretionary and incurred outside of the DPMM contract process. Table 2 shows the percentages utilized with M/WBE vendors.

	MBE Expenses	WBE Expenses	Non-M/WBE Expenses	Total Expenses	MBE %	WBE %
DPMM Contracts 58.25%	\$73,318,603.13	\$22,464,345.02	\$444,496,684.14	\$540,461,632.29	13.57%	4.19%
Agency Discretionary Purchases 41.75%	\$4,526,331.67	\$5,771,019.46	\$377,132,106.05	\$387,429,457.18	1.17%	1.49%
Total Expenditures	\$77,844,934.80	\$28,417,364.48	\$821,628,790.10	\$927,891,089.47	8.39%	3.06%

Table 2

Fiscal Year 2011 Statewide Workforce Diversity Analysis

The State of Missouri serves as a model for all Missourians. *It is* important that our workforce reflects the demographics found in our state. The information provided in this section highlights the current state of equal employment opportunity in the State of Missouri.

Table 3	Male	Female	Number	% by Race
White	2,400,211	2,500,418	4,900,629	81.85%
Black	318,822	359,888	678,710	11.34%
Hispanic	107,378	96,529	203,907	3.41%
American Indian	13,651	13,407	27,058	0.45%
Asian/Pacific Islander	44,793	49,212	94,005	1.57%
Two or more races	41,147	42,124	83,271	1.39%
Total Population			5,987,580	100%
Total by Gender	2,926,002	3,061,578		
Percent by Gender	49%	51%		

*SOURCE: U.S. CENSUS BUREAU, 2010 POPULATION ESTIMATES

According to the 2010 Census Population Estimates, the population of the State of Missouri is represented by 81.85% non-minority individuals and 18.15% represent minority groups, including those of Hispanic origin, regardless of race, and individuals that have been identified as belonging to two or more races. The State of Missouri employs 49,600 individuals, roughly 0.83% of the current population of Missouri.

In accordance with the directive of Executive Order 10-24, **each department shall file with the State EEO Officer a revised Workforce Diversity Plan of Implementation.** The information on the workforce composition provided in these reports is the basis for the following table, which depicts the workforce of each executive department:

		FEMALE (26,627 Employees)							MALE (22,973 Employees)						
	Total Employees	White	Black	Hispanic	Asian	American Indian	Two+	Unknown	White	Black	Hispanic	Asian	American Indian	Two+	Unknown
Office of Administration	2,057	662	38	4	15	3	-	-	1,228	79	1	24	3	-	-
Agriculture	294	113	5	0	1	1	-	-	168	3	0	2	1	-	-
Insurance	540	286	12	2	0	1	-	-	222	13	2	2	-	-	-
Conservation	1,368	298	12	1	4	1	-	-	1,010	28	5	3	6	-	-
Economic Development	906	452	84	2	12	1	-	-	292	49	2	12	0	-	-
Elem and Sec Education	1,797	1,297	150	11	9	4	-	-	277	41	3	5	0	-	-
Higher Ed	60	44	2	0	1	0	-	-	13	0	0	0	0	-	-
Health and Senior Services	1,583	1,120	129	8	10	5	-	-	274	23	4	7	3	-	-
Transportation	5,809	1,049	82	12	14	18	11	-	4,224	239	49	16	85	10	-
Labor	896	542	63	5	3	1	-	-	254	21	3	1	3	-	-
Mental Health	7,465	3,596	1,596	37	71	10	-	-	1,399	670	28	52	6	-	-
Natural Resources	2,070	807	31	6	5	2	-	-	1,162	29	8	15	5	-	-
Public Safety	4,717	1,947	303	15	26	6	-	-	2,238	129	22	12	19	-	-
Revenue	1,336	896	41	8	18	7	-	-	335	24	5	2	0	-	-
Social Services	7,386	4,900	1,036	60	20	23	-	-	1,059	256	16	11	5	-	-
Corrections	11,316	4,103	395	37	11	8	-	6	6,362	298	52	21	17	-	6
Total	49,600	22,112	3,979	208	220	91	11	6	20,517	1,902	200	185	153	10	6
State of Missouri Percentages		44.58%	8.02%	0.42%	0.44%	0.18%	0.02%	0.01%	41.36%	3.83%	0.40%	0.37%	0.31%	0.02%	0.01%

Table 4

The comparison between the composition of the workforce of the Executive Departments of the State of Missouri and the percentages found in the 2010 Census Population Estimates yields the comparison on table 5. The Executive Departments at the State of Missouri are comprised of 85.95% Caucasian employees. Minority employees and those of Hispanic ethnicity make up the remaining 14.05%. Female employees make up 53.63% of the workforce at the State of Missouri and male employees represent 46.32%.

Table 5	State of Missouri	Census Estimate
White	85.95%	81.85%
Black	11.86%	11.34%
Hispanic	0.82%	3.41%
Asian	0.82%	1.57%
American Indian	0.49%	0.45%
Two +	0.04%	1.39%

Diversity is defined as the combination of unique strengths, talents, opinions and perspectives that each individual brings to the workplace based on his/her background and experiences. When incorporated to achieve a common goal, these differences strengthen the organization by taking into account multiple views and perspectives. Diversity allows the organization many opportunities to see the “big picture” and be even more creative and innovative because others’ varying ideas are considered. The workforce of the State of Missouri can then work together to build Missouri’s future!

Office of Administration

Commissioner of Administration: Kelvin L. Simmons

The Office of Administration (OA) is the state's service and administrative control agency. Created by the General Assembly on January 15, 1973, OA oversees and coordinates the central management functions of state government. OA's responsibilities were clarified and amended by the Omnibus State Reorganization Act of 1974. The Commissioner of Administration appoints the Deputy Commissioner, Assistant Commissioner and the Directors of the following divisions:

- **Division of Accounting**
- **Division of Budget & Planning**
- **Division of General Services**
- **Division of Facilities Management, Design & Construction**
- **Information Technology Services Division**
- **Division of Personnel**
- **Division of Purchasing and Materials Management**

OA utilizes a decentralized purchasing system. During FY 2011 the Office of Administration incurred the following expenditures:

	MBE	WBE	NON-M/WBE	TOTAL		
	EXPENDITURES	EXPENDITURES	EXPENDITURES	EXPENDITURES	MBE %	WBE %
Commissioner's Office*	\$12,339.25	\$4,450.95	\$37,282.49	\$54,072.69	22.82%	8.23%
Division of Accounting	\$0.00	\$2,680.86	\$60,572.21	\$63,253.07	0.00%	4.24%
Division of Budget and Planning	\$32,815.30	\$3,451.62	\$479,663.93	\$515,930.85	6.36%	0.67%
Division of ITSD	\$31,801,317.70	\$2,023,016.58	\$36,840,450.84	\$70,664,785.12	45.00%	2.86%
Division of Facilities Management, Design and Construction	\$1,475,617.82	\$212,579.37	\$20,517,939.06	\$22,206,136.25	6.65%	0.96%
Division of General Services	\$176,344.81	\$606,782.69	\$3,710,013.15	\$4,493,140.65	3.92%	13.50%
Division of Personnel	\$951.32	\$4,923.31	\$184,255.91	\$190,130.54	0.50%	2.59%
Division of Purchasing and Materials Management	\$183,078.07	\$7,307.79	\$384,263.24	\$574,649.10	31.86%	1.27%
Division Expenditures	\$33,682,464.27	\$2,865,193.17	\$62,214,440.83	\$98,762,098.27	34.10%	2.90%
Commissions and others	\$54,297.20	\$27,289.79	\$104,885.18	\$186,472.17	29.12%	14.63%
Subcontracting Allocation	\$416,245.66	\$272,254.16				
DEPARTMENT TOTALS	\$34,153,007.13	\$3,164,737.12	\$62,319,326.01	\$99,637,070.26	34.28%	3.18%

*Includes expenditures for the Office of Equal Opportunity and MLK Commission.

The highest percentage of expenditures is incurred through contracts set up by DPMM:

DIVISION	CONTRACTS	PERCENTAGE	DISCRETIONARY	PERCENTAGE	TOTALS
COMMISSIONER'S OFC	\$ -	0%	\$54,072.69	100.00%	\$54,072.69
ACCOUNTING	\$24,059.28	38.04%	\$39,193.79	61.96%	\$63,253.07
B&P	\$489,399.12	94.86%	\$26,531.73	5.14%	\$515,930.85
DPMM	\$332,839.40	61.24%	\$210,633.19	38.76%	\$543,472.59
FMDC	\$9,374,208.08	43.16%	\$12,343,371.11	57.11%	\$21,717,579.19
GS	\$3,336,686.17	73.93%	\$1,176,534.24	26.07%	\$4,513,220.41
ITSD	\$ 67,299,450.52	98.45%	\$1,061,022.96	1.55%	\$68,360,473.48
PERSONNEL	\$7,771.34	5.55%	\$132,359.20	94.45%	\$140,130.54
BOARDS & COMM	\$61,971.64	33.23%	\$124,500.53	66.77%	\$186,472.17
TOTALS	\$84,766,801.57	85.08%	\$14,870,268.69	14.92%	\$99,637,070.26

The division of Facilities Management Design and Construction (FMDC) is responsible for vertical construction on select state construction projects within the State of Missouri. General Contractors involved in construction projects during FY 2011 received payments totaling \$91,127,187.00. FMDC also utilizes consultants on a variety of construction projects, to the tune of \$5,339,709. During FY 2011, the participation of M/WBEs in both areas is reflected by the following payments:

M/WBE UTILIZATION ON CONSTRUCTION PROJECTS			
PAYMENTS MADE TO:			
MBE GENERAL CONTRACTORS	\$2,715,309.00	2.98%	
WBE GENERAL CONTRACTORS	\$1,031,805.00	1.13%	
NON M/WBE CONTRACTORS	\$87,380,073.00	95.89%	
MBE SUBCONTRACTORS	\$8,588,215.00	9.42%	
WBE SUBCONTRACTORS	\$3,341,602.00	3.67%	
TOTAL PAYMENTS	\$91,127,187.00		

M/WBE UTILIZATION ON CONSULTANT PROJECTS			
PAYMENTS MADE TO:			
MBE CONSULTANTS	\$0.00	0.00%	
WBE CONSULTANTS	\$0.00	0.00%	
NON M/WBE CONSULTANT	\$5,339,709.00	100.00%	
MBE SUBCONTRACTORS	\$822,246.35	15.40%	
WBE SUBCONTRACTORS	\$524,729.06	9.83%	
TOTAL PAYMENTS	\$5,339,709.00		

Recommendations for the Office of Administration

- | | | |
|---|---|---|
| <ol style="list-style-type: none"> 1. The Office of Administration houses the Division of Purchasing and Materials Management (DPMM). This division is responsible for establishing contracts above \$25,000 for the executive branch departments and also statewide contracts. It is evident that a higher percentage of expenditures for the executive departments are incurred through these types of contracts. Thus, if more M/WBE vendors were participating in these types of contracts, as prime contractors, the percentage of M/WBE utilization would increase. 2. Facilities Management Design and Construction (FMDC) handles the construction needs for the State of Missouri, along with the consolidation of janitorial services for state-owned and leased buildings. In order to reach maximum M/WBE participation, the involvement of certified | <ol style="list-style-type: none"> M/WBE vendors as general contractors and/or consultants needs to increase. 3. DPMM and FMDC, in conjunction with the Office of Equal Opportunity (OEO), could provide specific trainings on how to properly prepare RFP or project responses, how to find opportunities to do business with the State of Missouri, and/or how to research contracts containing M/WBE participation with the State of Missouri. It would also be advisable to invite M/WBE vendors to attend pre-bid conferences and walk-through opportunities. 4. Create small bid items or projects to be subcontracted to M/WBE vendors, allowing for maximum participation and competition amongst M/WBEs. 5. OEO would like to recommend that a full time employee be dedicated to compliance and | <ol style="list-style-type: none"> inclusion advocacy for all contracts set up by the Division of Purchasing and Materials Management and for projects handled by Facilities Management Design and Construction. 6. The involvement and support of each OA Division Director in the utilization of M/WBE in their discretionary expenditures will increase the utilization of M/WBE vendors for the Office of Administration. Assigning one or two staff members from each division to work closely with OEO and learn how to perform the M/WBE Utilization analysis could improve our measuring techniques. 7. Instruct purchasing staff to send requests for quotations (RFQs) to at least one to three M/WBE vendors for discretionary purchases that fall outside of the DPMM contractual process. |
|---|---|---|

Workforce Diversity within the Office of Administration

As of June 30, 2011, the workforce of the Office of Administration (OA) consisted of 2,057 employees. Table 6 shows the composition of the workforce of OA by race/ethnicity and gender:

	Female (722 Employees)					Male (1,335 Employees)							
	White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian	Total Employees	% Minority	% Women
Commissioner's Office	10	3	1	0	0	3	4	0	0	0	21	38.10%	66.67%
Division of Accounting	35	0	0	0	0	11	0	0	0	0	46	0	76.09%
Division of Budget and Planning	19	1	0	0	0	10	0	0	0	0	30	3.33%	66.67%
Division of ITSD	392	16	2	14	2	506	27	1	21	1	982	8.55%	43.38%
Facilities Management Design & Const	70	6	0	0	0	608	42	0	1	2	729	7.00%	10.43%
Division of General Services	31	3	0	0	0	51	4	0	0	0	89	7.87%	38.20%
Division of Personnel	35	4	1	0	0	8	1	0	0	0	49	12.24%	81.63%
Division of Purchasing and Material Management	28	2	0	0	0	21	0	0	0	0	51	3.92%	58.82%
Commissions and others	42	3	0	1	1	10	1	0	2	0	60	13.33%	78.33%
Total Employees	662	38	4	15	3	1,228	79	1	24	3	2,057	8.12%	35.10%
Total Percentages	32.18%	1.85%	0.19%	0.73%	0.15%	59.70%	3.84%	0.05%	1.17%	0.15%			

Table 6

The table to the right shows the job groups where underutilization of women and/or minorities exists. Underutilization goals, derived from a statistical utilization and availability analysis, have been established for these job groups as a result. The goal of OA is to reach parity, which occurs when the workforce accurately reflects the pool of qualified individuals available for employment.

<u>Job Groups</u>	<u>Underutilized Protected Group</u>
103 Managers/Specialized Training	Minority
104 Other Managers	Minority
202 Auditors and Accountants	Minority
203 Computer Professionals	Minority
216 Purchasing Agents/Buyers	Minority
303 Other Technicians	Minority
601 Clerical Support/Keyboard	Minority
602 Clerical Support/Non-Keyboard	Minority
701 Skilled Craft Workers	Female and Minority
802 Cleaning and Building Service	Female and Minority

Department of Economic Development

Director: David Kerr

The Department of Economic Development (DED) administers a wide array of programs designed to enhance Missouri's economy in the 21st Century. It is composed of agencies that execute statutory requirements and department policy in the areas of community, economic and workforce development. DED houses the following divisions and groups:

- **Administrative Services**
- **Business and Community Services**
- **Tourism**
- **Public Counsel**
- **Public Service Commission**
- **Missouri Housing Development Commission**
- **Missouri Arts Councils**
- **Division of Workforce Development**

Each division at DED has its own financial and procurement staff, with the exception of Business and Community Services. Table 7 shows the analysis of M/WBE utilization at the department level. Due to administrative, accounting and budgetary changes, DED utilization percentages decreased from FY 2010.

	MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Economic Development	\$1,292,770.55	\$1,273,803.76	\$9,640,048.90	\$12,206,623.21	10.59%	10.44%

Table 7

DED's expenditures through contracts greatly exceed the agency's discretionary expenditures:

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$911,441.82	\$1,236,803.76	\$8,612,894.27	\$381,328.73	\$37,417.75	\$1,027,154.63
	\$10,760,722.10			\$1,445,901.11	
	88.15%			11.85%	

DED's largest expenditures occurred in the following categories:

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2466 Advertising Services	6,885.00	\$14,408.91	\$6,623,068.31	0.10%	0.21%
2544 Other Professional Services	\$328,088.00	\$0.00	\$4,766,491.29	6.88%	0.00%
2583 Comp Software Maint, Lic & Subsc	\$58,892.36	\$0.00	\$647,056.57	9.10%	0.00%
2496 Other Business Services	\$0.00	\$0.00	\$574,897.54	0.00%	0.00%

Through purchases in contracts that have M/WBE participation established, DED obtained subcontracting allocations of \$281,393.42, with MBE subcontractors, and \$860,133.19, with WBE subcontractors, for a total of **\$1,141,526.61**. This represents **10.60%** of the department's expenditures on contracts set up through OA-DPMM.

Workforce Diversity within the Department of Economic Development

As of June 30, 2011, the workforce the Department of Economic Development (DED) consisted of 906 employees. This is a decrease of 68 employees from FY 2010. The Department of Economic Development houses the following divisions and groups:

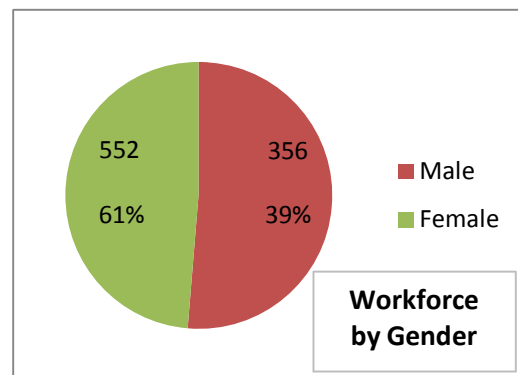
- **Administrative Services**
- **Business and Community Services**
- **Public Counsel**
- **MO Housing Development Commission**
- **Missouri Arts Council**
- **Public Service Commission**
- **Tourism**
- **Workforce Development**

In accordance with Executive Order 10-24, DED prepares and monitors a workforce diversity plan. As required by the order, and to avoid the appearance of quotas, the department places a strong emphasis on recruitment, retention, and training of qualified individuals. DED revises the plan every year and submits it to the Office of Equal Opportunity. The plan addresses all requirements specified in Article V of the executive order.

Table 8 and Graph 1 show the composition of the workforce at DED by race/ethnicity and gender. Table 10 shows the job groups where utilization was identified:

Division or Group	Total Employees	FEMALE (551 Employees)					MALE (355 Employees)				
		White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Administration	30	17	0	0	0	0	12	1	0	0	0
Business & Community Services	100	52	2	0	4	1	35	5	0	1	0
Housing Commission	114	44	28	2	3	0	27	10	0	0	0
MO Arts	12	6	2	0	1	0	2	1	0	0	0
Public Counsel	10	4	0	0	0	0	6	0	0	0	0
Public Service Commission	194	87	4	0	1	0	91	8	0	3	0
Tourism	33	22	2	0	1	0	7	0	0	1	0
Workforce	413	220	46	0	2	0	112	24	2	7	0
Total Employees	906	452	84	2	12	1	292	49	2	12	0
Percentages		49.89%	9.27%	0.22%	1.32%	0.11%	32.23%	5.41%	0.22%	1.32%	0.00%

Table 8



Graph 1

Job Group	Underutilized Protected Groups
Managers	Females & Minorities
Auditors and Accountants	Females & Minorities
Computer Professionals	Females
Engineers/Architects	Females & Minorities
Housing Professionals	Minorities
Professionals	Minorities
Workforce Professionals	Females & Minorities
Paraprofessionals	Females & Minorities

Table 7

Workforce Needs—Director Kerr is supportive of an inclusive and diverse workforce. DED is currently having a hard time finding engineers and architects. OEO and DED are working together in search of viable solutions that focus recruitment efforts on finding qualified applicants for these positions. **During FY 2011 DED reached parity in two job groups: Office & Clerical and Analysts.** **Training**—DED currently offers a sexual harassment and diversity training component as part of their new employee orientation. And they are currently working on developing online diversity training. The efforts identified will ensure all Department of Economic Development employees will have knowledge and understanding of the importance the department places on diversity.

Department of Labor and Industrial Relations

Director: Lawrence G. Rebman

The Missouri Department of Labor and Industrial Relations (Labor Department) promotes economic security and a safe and healthy workplace. The Labor Department protects wage earners and individuals against discrimination by improving working conditions, enforcing labor and anti-discrimination laws and helping those unemployed, injured on the job and victims of crime.

The department is responsible for administering programs that:

- Provide an income contribution for workers to offset the loss of a job because of injury
- Provide an income contribution for workers to offset the loss of a job because of layoff
- Determine the appropriate bargaining unit for public employees
- Regulate wages for public works and construction projects
- Promote safe working environments
- Enforce Missouri's anti-discriminatory statutes and protect Missouri citizens in the areas of housing, employment and public accommodation
- Investigate allegations of workers' compensation fraud and noncompliance

Agencies operating within the department are:

- Labor and Industrial Relations Commission
- Division of Labor Standards
- Division of Workers' Compensation
- Division of Employment Security
- The Missouri Commission on Human Rights
- Director and Staff Administration

DOLIR utilizes a centralized purchasing system. An analysis of the divisions' expenditures reveals that during FY 2011 DOLIR spent \$333,379.83 with M/WBE vendors. Table 9 shows DOLIR's expenditures in greater detail:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	TOTAL EXPENDITURES		
					MBE %	WBE %
Department of Labor and Industrial Relations	\$150,253.87	\$183,125.96	\$1,498,743.07	\$1,832,122.90	8.20%	10.00%

Table 9

DOLIR's expenditures through contracts greatly exceed the agency's discretionary expenditures:

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$61,119.95	\$104,421.34	\$1,267,388.61	\$89,133.92	\$78,704.62	\$231,354.46
	\$1,432,929.90			\$399,193.00	
	78.21%			21.79%	

DOLIR showed high expenditure levels in the goods and service areas that can be found on table 10:

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	TOTAL EXPENDITURES		
				MBE %	WBE %
2250 Office Supplies	\$76,282.59	\$39,635.30	\$496,801.81	15.35%	7.97%
2544 Other Professional Services	\$0.00	\$86,195.19	\$416,395.94	0.00%	20.70%
2496 Other Business Services	\$0.00	\$0.00	\$284,088.06	0.00%	0.00%
2466 Advertising Services	\$0.00	\$0.00	90,699.97	0.00%	0.00%

Table 10

Through purchases in contracts that have M/WBE participation established, DOLIR obtained subcontracting allocations of \$29,821.31, with MBE subcontractors, and \$15,270.15, with WBE subcontractors, for a total of **\$45,091.46**. This represents **3.55%** of the department's expenditures on contracts set up through OA-DPMM.

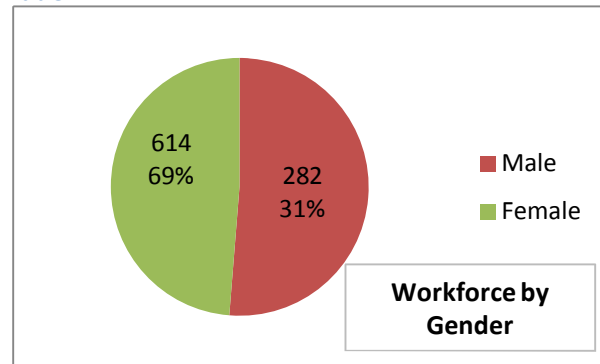
Workforce Diversity within the Department of Labor and Industrial Relations

As of June 30, 2011, the workforce within the Department of Labor and Industrial Relations (DOLIR) consisted of 896 employees in various divisions. This represents an increase of 56 employees from FY 2010.

Table 11 and Graph 2 show the composition of the workforce at DOLIR by race/ethnicity and gender. Table 12 shows the job groups where utilization was identified. DOLIR's objectives are not developed or administered as quotas, nor are they administered in a manner which discriminates in hiring, appointing or promoting an individual on the grounds of race, color, religion, sex, or national origin.

Division or Group	Total Employees	FEMALE (614 Employees)					MALE (282 Employees)				
		White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Commission on Human Rights	28	21	2	0	0	0	2	3	0	0	0
Division of Employment Security	628	382	49	5	1	1	172	15	1	1	1
Division of Labor Standards	38	16	0	0	0	0	22	0	0	0	0
Division of Worker's Compensation	140	88	8	0	1	0	39	2	0	0	2
DOLIR Director and Staff	47	27	3	0	1	0	13	1	2	0	0
Labor and Industrial Relations Commission	13	7	1	0	0	0	5	0	0	0	0
State Board of Mediation	2	1	0	0	0	0	1	0	0	0	0
Total Employees	896	542	63	5	3	1	254	21	3	1	3
Percentages		60.49%	7.03%	.56%	.33%	.11%	28.35%	2.34%	.33%	.11%	.33%

Table 11



Graph 2

Table 12 Job Group	Underutilized Protected Group
Officials and Administrators	Minority
Professionals	Minority
Paraprofessionals	Minority
Clerical Support/Keyboard	Minority

DOLIR operates with a workforce that is composed of 88.84% white, 9.38% Black and 1.79% minorities. Females comprised 69% of the workforce, where males comprised 31% of the workforce.

Department of Mental Health

Director: Keith Schaefer

The Missouri Department of Mental Health (DMH) is comprised of the following divisions:

- **Psychiatric Services**
- **Division of Retardation**
- **Division of Alcohol and Drugs plus the administrative services offices.**

The procurement system utilized by the agency is decentralized; each division presents their bids to the public or to prospective vendors in different ways. During FY 2011 DMH incurred the following expenses:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Mental Health	\$212,701.54	\$288,034.71	\$45,846,730.32	\$46,347,466.57	0.46%	.062%

The table below depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchasing and Materials Management. The top three expenditure areas for DMH are shown on Table 13; there was no M/WBE participation in these areas.

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$118,917.88	\$93,301.48	\$17,480,596.41	\$93,783.66	\$194,733.23	\$28,366,133.91
	\$17,692,815.77			\$28,654,650.80	
	38.17%			61.83%	

Table 13 shows areas where M/WBE vendors were utilized by DMH.

OBJECT CODES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES		
			MBE %	WBE %
2289 Pharmaceutical Drugs	\$10,760,642.10	\$10,760,642.10	-	-
2433 Medical and Dental Services	5,510,375.33	\$5,511,439.33	-	0.01%
2337 Food and Dietary Supplies	\$4,926,277.37	\$4,926,277.37	-	-

Table 13

DMH establishes contracts with providers of the following services:

- Professional Services: Interpreters, Drug/Alcohol Testing, Transcription, Medical Transportation, Laundry, Fingerprinting and Professional License Verification
- Health Services: Physicians, Psychologists, Nurses, Dentists, Therapists, Pharmacists, Social Workers, Dieticians, and Ophthalmologists
- Program Consultant Services: Medicare Cost Reports, Suicide Prevention, Revenue Maximization, and Third Party Liability

During FY 2012:

- DMH will participate in vendor/buyer meetings in the metropolitan areas as budget permits. To participate in these meetings please contact the Office of Equal Opportunity at 573-751-3351
- Track changes in spending by analyzing expenditures quarterly
- Increase communication with key staff at DMH's facilities

Through purchases on contracts that have M/WBE participation established, DMH obtained subcontracting allocations of \$49,776.32, with MBE subcontractors and \$46,967.16 with WBE subcontractors for a total of **\$99,743.48. This represents .36%** of the department's expenditures on contracts set up through OA-DPMM.

Workforce Diversity within Department of Mental Health

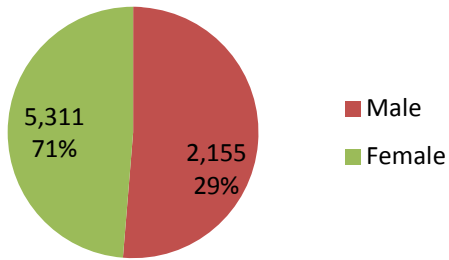
The Department of Mental Health (DMH) was officially established on July 1, 1974, as a cabinet level state agency by the *Omnibus State Government Reorganization Act*; however, its functions date back to 1847. The department serves as the state's mental health authority, establishing philosophy, policy and standards of care. State law provides three principal missions for the department: (1) the prevention of mental disorders, developmental disabilities, substance abuse and compulsive gambling; (2) the treatment, habilitation and rehabilitation of Missourians who have those conditions; and (3) the improvement of public understanding and attitudes about mental disorders, developmental disabilities, substance abuse and compulsive gambling.

As of June 30, 2011, the workforce within the Department of Mental Health (DMH) consisted of 7,465 employees. This represents 376 fewer employees than in FY 2010. With centers or mental hospitals located throughout the State of Missouri, DMH has the potential for a very diverse workforce. Table 14 and Graph 3 on page 26 show the composition of the workforce at DMH by race/ethnicity and gender:

Division or Group	Total Employees	FEMALE (5,310 Employees)					MALE (2,155 Employees)				
		White	Black	His p	Asia n	A Ind	White	Black	His p	Asia n	A Ind
Albany Regional Office	33	28	0	0	0	0	5	0	0	0	0
Alcohol and Drug Abuse	71	36	10	0	0	2	20	3	0	0	0
Bellefontaine Hab Ct	480	49	296	1	1	0	17	115	0	1	0
Center for Beha Medicine	437	114	148	5	8	0	68	83	1	9	1
Central Missouri Reg Office	53	46	1	0	0	0	5	1	0	0	0
Comp Psychiatric Services	55	33	5	0	1	0	14	2	0	0	0
Cottonwood Res	106	53	4	0	0	0	33	15	1	0	0
Director's Office	100	63	6	0	1	0	26	4	0	0	0
Developmental Disabilities	63	47	1	0	0	0	14	1	0	0	0
Fulton State Hospital	1056	558	64	1	7	3	341	70	2	9	1
Hannibal Regional Office	35	32	1	0	0	0	2	0	0	0	0
Hawthorn Child Psych	259	64	126	3	3	0	25	38	0	0	0
Higginsville Hab Ct	455	323	23	2	9	1	83	11	0	3	0
Joplin Regional Office	31	19	0	0	0	2	8	1	1	0	0
KC Regional Office	111	81	14	1	0	0	11	4	0	0	0
Kirksville Regional Office	19	16	0	0	0	0	3	0	0	0	0
Marshall Hab Center	561	327	38	10	9	0	127	22	16	11	1
Metro St. Louis Psy Ctr	210	42	103	2	1	0	21	37	1	2	1
Nevada Hab Ctr	270	198	1	1	1	0	66	1	1	1	0
NW MO Psych Rehab Ctr	318	228	18	2	3	0	57	5	2	2	1
Office of Administration	38	26	0	0	0	0	12	0	0	0	0
Poplar Bluff Regional Office	37	26	2	0	1	0	8	0	0	0	0
Rolla Regional Office	31	27	0	0	0	0	4	0	0	0	0
SEMO Residential Services	223	122	39	2	1	0	44	15	0	0	0
Sikeston Regional Center	36	27	4	0	0	0	5	0	0	0	0
Southeast MO MHC	854	563	4	7	9	2	259	2	2	5	1
Southwest MOPRC	96	68	1	0	1	0	25	0	0	1	0
Springfield Regional Center	45	37	2	0	0	0	6	0	0	0	0
St. Louis Dev Disab	566	90	349	0	3	0	18	103	0	3	0
St. Louis Psy Rehab	563	106	266	0	10	0	48	128	1	4	0
St. Louis Regional Office	253	147	70	0	2	0	24	9	0	1	0
Total Employees	7,465	3,596	1,596	37	71	10	1,399	670	28	52	6
Percentages		48.17%	21.38%	.50%	.95%	.13%	18.74%	8.97%	.38%	.70%	.08%

Table 14

Graph 3



The vision for the Missouri Department of Mental Health states that “Missourians shall be free to live their lives and pursue their dreams beyond the limitations of mental illness, developmental disabilities, and alcohol and other drug abuse.”

Missourians must know that mental illness is treatable, that persons with substance abuse problems can triumph over their addictions, and that persons with developmental disabilities can be productive citizens and good neighbors in their communities.

During FY 2011 MDH reached parity in the job group Social Service Workers, but experienced underutilization in the following job groups:

Job Groups	Underutilized Protected Group
101 Officials/Administrators	Female & Minority
202 Auditors and Accountants	Minority
206 Teachers/Counselors	Minority
303 Other Technicians	Minority
701 Skilled Craft Workers	Minority
803 Transportation Occupations	Female
804 Laborers	Female



LEFT: Joined by State Sen. Robin Wright-Jones, Gov. Jay Nixon details state incentives to help Sweetie Pie's, a staple for soul food in St. Louis, expand to a third location and create jobs; RIGHT: Gov. Nixon signs HB 1695, a sweeping reform of Missouri's DWI laws, at the Missouri State Highway Patrol training academy in Jefferson City.

Department of Insurance, Financial Institutions and Professional Registrations

Director: John M. Huff

The Department of Insurance, Financial Institutions and Professional Registration (DIFP) regulates the consumer service industries in Missouri by encouraging a fair and open market, establishing coherent and evolving policies that balance the interest of consumers, professionals and industry, and enforcing state laws and regulations governing business to protect consumers from unfair and inequitable treatment. The department is funded through fees and assessments from the industries and professionals regulated by the department rather than state general revenue. DIFP is comprised of the following divisions:

- **Division of Insurance Consumer Affairs**
- **Division of Insurance Company Regulation**
- **Division of Insurance Market Regulation**
- **Resource Administration Division**
- **Division of Finance**
- **Division of Credit Unions**
- **Division of Professional Registration**
- **Office of Athlete Agents**
- **Office of Athletics**

DIFP has a centralized purchasing system. An analysis of the department's expenditures reveals the following expenses incurred during FY 2011:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES		
					MBE %	WBE %
Department of Insurance, Financial Institutions, and Professional Registrations	\$129,109.15	\$57,175.24	\$2,138,752.72	\$2,325,037.11	5.55%	2.46%

DIFP's highest expenditures occurred in the procurement of goods and services in the following categories:

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2502 Attorney Services	\$-	\$-	\$ 942,491.84	\$ 942,491.84	0.00%	0.00%
2505 Professional Court Services	\$-	\$ 9,054.50	\$ 121,913.13	\$ 130,967.63	0.00%	6.91%
2544 Other Professional Services	\$-	\$-	\$531,698.05	\$ 531,698.05	0.00%	0.00%
2250 Office Supplies	\$ 11,003.63	\$ 8,047.45	\$155,248.98	\$ 174,300.06	6.31%	4.61%

The following table shows the percentage of expenditures incurred by DIFP through contracts set up by the Division of Purchasing and Materials Management and the percentage incurred through discretionary expenditures:

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$121,427.60	\$19,122.12	\$33,557.90	\$7,681.55	\$38,053.12	\$2,105,194.82
	\$174,107.62			\$2,150,929.49	
	7.49%			92.51%	

DIFP has the potential to reach the 10% MBE and 5% WBE participation level required by Executive Order 05-30. DIFP is one of the few departments whose purchases are greater through discretionary expenditures than through contracts.

Through purchases in contracts that have M/WBE Participation established, DIFP obtained subcontracting allocations of: \$2,235.41 with MBE subcontractors and \$756.13 with WBE subcontractors for a total of \$2,991.54. **This represents 8.78%** of the department's expenditures on contracts set up through OA-DPMM.

Workforce Diversity within the Department of Insurance, Financial Institutions and Professional Registrations

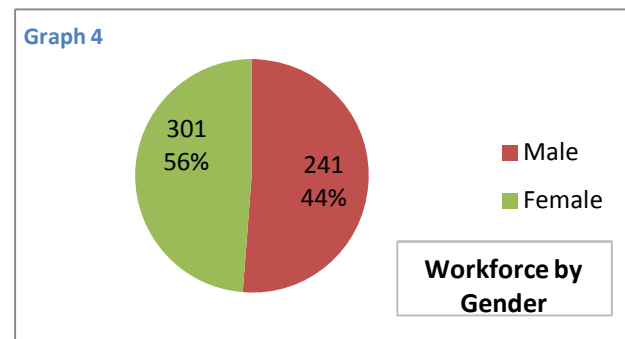
As of June 30, 2011, the workforce within the Department of Insurance, Financial Institutions, and Professional Registrations (DIFP) consisted of 540 employees within their divisions. This is an increase of 19 employees from FY 2010.

Table 15 and Graph 4 show the composition of the workforce by race/ethnicity and gender:

Division	Total Employees	FEMALE (301 Employees)					MALE (239 Employees)				
		White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Credit Unions	16	5	1	0	0	0	10	0	0	0	0
Finance	108	39	2	0	0	1	63	2	1	0	0
Insurance	181	98	1	0	0	0	74	6	0	2	0
Professional Registration	235	144	8	2	0	0	75	5	1	0	0
Total	540	286	12	2	0	1	222	13	2	2	0
Percentages		52.96%	2.22%	0.37%	0.00%	0.19%	41.11%	2.41%	0.37%	0.37%	0.00%

Table 15

The majority of the workforce at DIFP is non-merit. The department advertises job openings at various websites, such as Monster.com and Yahoo-jobs, based on the location of the job opening. The department also advertises through the Kansas City Star and the St. Louis Post Dispatch newspapers.



During FY 2011, DIFP was able to reach parity in two job groups that were underutilized during FY 2010.

DIFP uses a comparison of incumbency to availability report and utilizes the 80% with whole person rule to estimate underutilization.

During FY 2011, DIFP showed underutilization of females and/or minorities in the following job groups:

- 101 Officials/Administrators
- 103 Managers/Specialized Trainings
- 104 Other Managers
- 202 Auditors and Accountants
- 204 Other Professionals
- 205 Medical/Health Related
- 214 Financial Examiners
- 215 Market Conduct Examiners
- 303 Other Technicians
- 601 Clerical Support/Keyboard

The director at DIFP is currently working on an outreach plan to be able to fill upcoming job openings with the most qualified candidate.

Department of Higher Education

Commissioner: Dr. David R. Russell

The Missouri Department of Higher Education (MDHE) serves as the administrative arm of the Coordinating Board for Higher Education (CBHE). The CBHE appoints the commissioner of Higher Education to head the MDHE and carry out administrative responsibilities to achieve the CBHE's desired goals for the state system of higher education. This higher education system serves more than 387,000 students through 13 public four-year universities, 20 public two-year colleges, one public two-year technical college, 25 independent colleges and universities and 159 proprietary and private career schools. The agency's primary responsibilities include:

- Identification of statewide planning for higher education
- Evaluation of students and institutional performance
- Review of institutional missions
- Development of specialization among institutions
- Administration of a statewide postsecondary technical education program
- Establishment of guidelines to promote student transfer among institutions
- Approval of new degree programs offered by public colleges and universities
- Administration of the Proprietary School Certification Program
- Policy setting for an administration of student financial assistance programs
- Increase awareness among Missourians regarding opportunities for postsecondary education and student financial assistance in the state

The MDHE carries out its mission through six different divisions which include:

- Academic Affairs
- Contracts and Compliance
- Financial Assistance and Operations
- Fiscal Affairs and Operations
- Missouri Student Loan Group
- Information Technology

In order to carry out its mission, this agency utilizes a centralized purchasing system. During FY 2011, the department incurred the following expenditures:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Higher Education	\$26,309.52	\$43,400.64	\$7,380,458.66	\$7,450,168.82	.35%	0.58%

The table below depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchasing and Materials Management. The top four expenditures for MDHE are shown on table 16 along with the level of M/WBE participation achieved.

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$25,141.82	\$20,045.89	\$7,288,743.53	\$1,167.70	\$23,354.75	\$91,715.13
	\$7,333,931.24			\$116,237.58	
	98.44%			1.56%	

Through purchases in contracts that have M/WBE Participation established, DMH obtained subcontracting allocations \$24,929.94, with MBE subcontractors and \$5,093.99

with WBE subcontractors for a total of \$30,023.93. This represents 0.40% of the department's expenditures on contracts set up through OA-DPMM.

Table 16 OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2544 Other Professional Services	\$0.00	\$0.00	\$3,381,912.35	0.00%	0.00%
2475 Collection Services	\$0.00	\$0.00	\$3,648,190.05	0.00%	0.00%
2301 Promotional Supplies	\$0.00	\$15,233.00	\$55,277.77	0.00%	27.55%
2541 Info Technology Consult & Services	\$0.00	\$0.00	\$164,530.40	0.00%	0.00%

Workforce Diversity within the Department of Higher Education

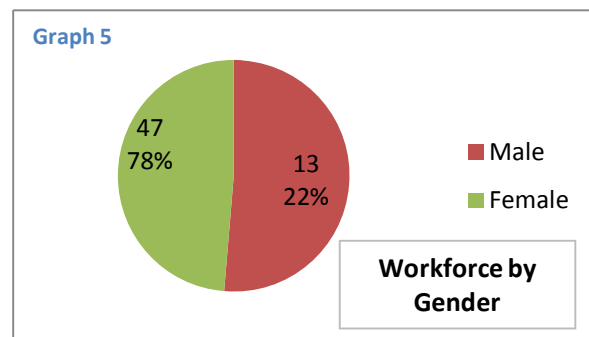
As of June 30, 2011, the workforce within the Department of Higher Education (MDHE) consisted of 60 employees. This shows a decrease of 5 employees from FY 2010. MDHE houses the following divisions or groups:

- Academic Affairs
- Contracts and Compliance
- Financial Assistance and Operations
- Fiscal Affairs and Operations
- Missouri Student Loan Group
- Information Technology

Table 17 and Graph 5 show the composition of the workforce at MDHE on June 30, 2011, by race/ethnicity and gender.

		FEMALE (47 Employees)					MALE (13 Employees)				
Department of Higher Education	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
	60	44	2	0	1	0	13	0	0	0	0
Percentages		73.00%	3.33%	0.00%	1.66%	0.00%	21.66%	0.00%	0.00%	0.00%	0.00%

Table 17



Projections about the pool of qualified minority candidates are based on data from the U.S. Census Bureau about the city in which MDHE is located, Jefferson City, the surrounding area, and on employees within the agency who are considered promotable, transferrable, or trainable for particular positions. These projections are used to estimate the number of qualified persons who are available for hire in each of the MDHE's job classes. Based on those projections **MDHE shows underutilization of females and/or minorities in two job classes: "Officials and Administrators" and "Other Professionals"**

MDHE continues to make efforts to increase the number of women and minorities in the workforce. Five percent (3 out of 60) of the agency's employees were minorities. The agency's minority participation percentage dropped from FY 2010.

Earnings at MDHE

The earnings gap by gender decreased during FY 2011. During that period, the earnings gap decreased from \$21,608 to \$13,560. Average female earnings increased to \$44,033, while average male earnings decreased to \$57,193. Twenty-two percent of the MDHE's workforce earned more than \$50,000 per year. By gender, 15.3% (or 7 out of 47) women and 46% (or 6 out of 13) men earned more than \$50,000 per year.

Department of Conservation

Director: Robert Ziehmer

The mission of the Missouri Department of Conservation (MDC) is to protect and manage the fish, forest and wildlife resources of the state, to serve the public and facilitate participation in resource management activities, and to provide opportunity for all citizens to use, enjoy and learn about fish, forest and wildlife resources. MDC houses the following divisions or groups:

- Administration Services
- Design and Development
- Fisheries
- Forestry
- Human Resources
- Outreach and Education
- Private Land Services
- Protection
- Resource Science
- Wildlife

In order to carry out their mission the department uses a decentralized purchasing system throughout their 10 divisions. During FY 2011 the following expenditures were incurred by MDC:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Conservation	\$3,765,821.72	\$381,916.26	\$25,991,635.04	\$30,139,373.02	12.49%	1.27%

The table below depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchasing and Materials Management. The top four expenditures for MDC are shown on table 18 along with the level of M/WBE participation achieved.

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$3,730,267.61	\$142,955.01	\$8,527,394.59	\$35,554.11	\$238,961.25	\$17,464,240.45
\$12,400,617.21			\$17,738,755.81		
41.14%			58.86%		

Through purchases in contracts that have M/WBE Participation established, MDC obtained subcontracting allocations of \$3,550.48 with MBE subcontractors and \$5,580.00 with WBE subcontractors for a total of \$9,130.48. This represents 0.07% of

the department's expenditures on contracts set up through OA-DPMM.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2496 Other Business Services	-	\$9,603.62	\$2,337,462.12	\$2,347,065.74	-	0.40%
2352 Agricult/Grounds Supplies	-	-	\$2,115,689.70	\$2,302,483.86	-	-
2544 other Professional Serv	-	-	\$403,026.64	\$403,026.64	-	-
2310 Building Repair Supplies	-	448.54	\$1,250,066.49	\$ 1,250,515.03	-	0.03%

Table 18

According to the figures provided by the Missouri Department of Conservation's Design and Development Division, the active solicitation of M/WBE vendors on new construction projects for FY 2011 yielded overall participation by WBE vendors of 10% of the total awarded new contracts for construction. The overall participation by MBE vendors for new construction contracts for the same period was 5%.

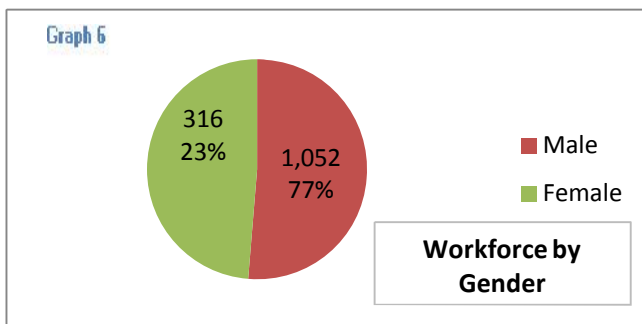
Workforce Diversity within the Department of Conservation

As of June 30, 2011, the workforce within the Department of Conservation (MDC) consisted of 1,368 employees. This is 11 employees less than in FY 2010.

Table 19 and Graph 6 show the composition of the workforce at MDC by race/ethnicity and gender:

		FEMALE (316 Employees)					MALE (1,052 Employees)				
Division	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Administration	20	11	0	0	0	0	9	0	0	0	0
Administrative Services	119	39	1	0	1	0	73	4	0	1	0
Design and Development	143	8	1	0	0	0	123	6	1	0	4
Fisheries	153	33	0	1	0	0	116	2	1	0	0
Forestry	208	39	1	0	0	0	164	2	0	1	1
Human Resources	20	16	1	0	1	0	2	0	0	0	0
Outreach and Education	152	74	3	0	0	1	69	3	1	1	0
Private Land Services	80	15	0	0	0	0	63	1	1	0	0
Protection	201	21	1	0	0	0	172	6	1	0	0
Resource Science	85	20	3	0	2	0	58	1	0	0	1
Wildlife	187	22	1	0	0	0	161	3	0	0	0
Total Employees	1,368	298	12	1	4	1	1,010	28	5	3	6
Percentages		21.78%	0.88%	0.07%	0.29%	0.07%	73.83%	2.05%	0.37%	0.22%	0.44%

Table 19



Job Group	Underutilized Protected Group
102C Managers- Entry	Female
202B Science Pro-Mid	Minority
202C Science Pro-Entry	Minority
302 Tech/Eng/Science	Female and Minority
402 Protective Service	Female and Minority
802B Service/Maint-Mid	Minority

The table above shows job groups where underutilization was found for women and/or minorities at MDC.

Department of Agriculture

Director: Jon Hagler

The Department of Agriculture (MDA) administers programs that protect Missouri's producers, processors, distributors and consumers of food, fuel and fiber, while marketing Missouri agricultural products in the state, nation and abroad. The department's divisions include:

- **Office of the Director**
- **Agriculture Business Development**
- **Animal Health**
- **Grain Inspection and Warehousing**
- **Plant Industries**
- **Weights and Measures**
- **Missouri State Fair**
- **State Milk Board**

MDA uses a decentralized purchasing system. MDA incurred the following expenditures during Fiscal Year 2010:

	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Total Expenditures	\$160,344.52	\$111,252.76	\$2,681,089.96	\$2,952,687.24	5.43%	3.77%

The table below depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchasing and Materials Management. The top four expenditures for MDA are shown on table 20 along with the level of M/WBE participation achieved.

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$136,474.90	\$69,273.77	\$1,478,693.58	\$23,869.62	\$41,978.99	\$1,202,396.38
	\$1,684,442.25			\$1,268,244.99	
	57.05%			42.95%	

Through purchases in contracts that have M/WBE participation included, MDA obtained subcontracting allocation of \$1,259.25 with MBE subcontractors and \$69,273.77 with WBE subcontractors for a total of \$70,533.02. This represents 0.08% of

the department's expenditures on contracts set up through OA-DPMM.

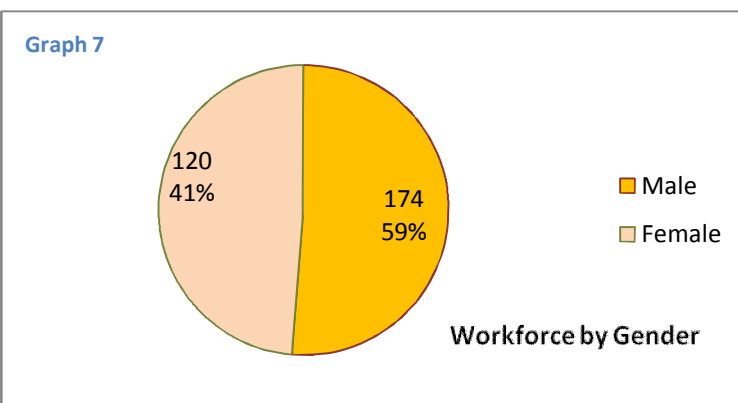
Table 20 OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2736 Laboratory Equipment	\$ 0.00	\$0.00	\$245,722.06	\$245,722.06	0.00%	0.00%
2280 Laboratory Supplies	\$33.12	\$ 400.44	\$547,851.61	\$548,285.17	0.00%	0.07%
2328 Motor Fuel	\$0.00	\$0.00	\$591,927.07	\$591,927.07	0.00%	0.00%
2250 Office Supplies	\$1,197.06	\$13,645.34	\$65,750.12	\$80,592.52	1.48%	16.93%
2544 Other Professional Services	\$0	\$2,821.11	\$400,925.31	\$518,065.45	-	0.54%

Workforce Diversity within the Department of Agriculture

As of June 30, 2011, the workforce within the Missouri Department of Agriculture (MDA) is composed of 294 non-merit employees. Table 21 and Graph 7 show the composition of the workforce at MDA by race/ethnicity and gender.

		FEMALE (120 Employees)					MALE (174 Employees)				
Division	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
<i>Office of the Director</i>	17	10	0	0	0	0	6	1	0	0	0
<i>Animal Health</i>	63	35	3	0	0	0	25	0	0	0	0
<i>Grain Inspection and Warehousing</i>	44	12	1	0	0	0	30	1	0	0	0
<i>Plant Industries</i>	49	22	1	0	1	1	23	0	0	0	1
<i>Weights & Measures</i>	61	11	0	0	0	0	49	1	0	0	0
<i>Agriculture Business Development</i>	30	13	0	0	0	0	15	0	0	2	0
<i>Missouri State Fair</i>	22	9	0	0	0	0	13	0	0	0	0
<i>State Milk Board</i>	8	1	0	0	0	0	7	0	0	0	0
Total Employees	294	113	5	0	1	1	168	3	0	2	1
Percentages		38.57%	1.71%	-	0.34%	0.34%	57.34%	1.02%	-	0.68%	0.34%

Table 21



During FY 2011, MDA showed underutilization of females in the following job group:

- 301 Technicians

During FY 2010, MDA reached parity in the following job groups:

- 102 Officials and Managers
- 202 Professionals
- 401 Office Administration & Clerical

MDA advertises job opportunities at various venues, such as the Lincoln University Career Center, the website of the Office of Equal Opportunity, MDA's

website and others. MDA provides sexual harassment and diversity training to all their employees.

Department of Natural Resources

Director: Sara Parker Pauley

Created in 1974, the mission of the Department of Natural Resources (DNR) is to preserve, protect and enhance Missouri's natural, cultural and energy resources. The department ensures that Missourians enjoy clean air to breathe, clean water for drinking and recreation, land that sustains a diversity of life and sustainable energy choices. The agency accomplishes this mission through the following divisions, groups or programs:

- Division of Environmental Quality
- Division of Geology and Land Survey
- Division of State Parks
- Field Services Division.
- Division of Administrative Support
- Missouri Energy Center
- Office of the Director
- Water Resources
- Soil and Water Waste Conservation Program
- Air Pollution Control Program
- Land Reclamation Program
- Environmental Improvement and Energy Resources Authority (EIERA)

During FY 11, DNR incurred the following expenses:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Natural Resources	\$1,096,458.02	\$1,300,325.04	\$16,713,233.28	\$19,110,016.34	5.74%	6.80%

The table below depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchasing and Materials Management. The top four expenditures for DNR are shown on table 22 along with the level of M/WBE participation achieved.

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$1,086,219.42	\$580,841.33	\$9,865,342.81	\$10,238.60	\$719,483.71	\$6,847,890.47
	\$11,532,403.56			\$6,847,890.47	
	60.35%			39.65%	

Through purchases in contracts that have M/WBE Participation established, DNR obtained subcontracting allocations of \$513,608.07 with MBE subcontractors and \$256,971.74 with WBE subcontractors for a total of \$770,579.81. This represents 6.68%

of the department's expenditures on contracts set up through OA-DPMM.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2544 Other Professional Services	\$220,798.24	\$732,365.51	\$10,264,798.00	\$11,217,961.75	1.96%	6.52%
2499 Accounting & Auditing Serv	\$0.00	\$172,627.50	\$339,274.50	\$511,902.00	0.00%	33.72%
2328 Motor Fuel	\$0.00	\$0.00	\$1,162,436.12	\$1,162,436.12	0.00%	0.00%
2304 Resale Merchandise	\$3,527.58	\$5,100.34	\$496,500.87	\$505,128.76	0.69%	1.00%
2250 Office Supplies						

Table 22

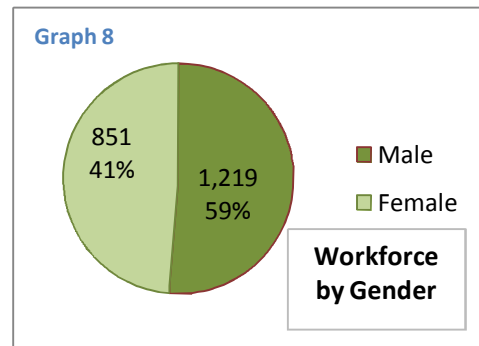
There are several reasons the department has not met the M/WBE participation goals. State purchasing guidelines dictate awards of contracts to the lowest and best bidder for all purchases greater than \$3,000. Oftentimes, the lowest bidder is not an M/WBE vendor. In addition, M/WBE vendors are hard to find for purchases of environmental commodities and services such as environmental site assessments, well replacements, storage tank testing services, and ecological and environmental consulting or for maintenance and repair purchases.

Workforce Diversity within the Department of Natural Resources

As of June 30, 2011, the workforce within the Department of Natural Resources (DNR) consisted of 2,070 employees. Table 23 and Graph 8 show the composition of DNR's workforce by race/ethnicity and gender.

		FEMALE (851 Employees)					MALE (1,219 Employees)				
Department	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Natural Resources	2,070	807	31	6	5	2	1,162	29	8	15	5
Percentages		39%	1.40%	0.28%	0.24%	0.10%	55%	1.40%	0.38%	0.72%	0.24%

Table 23



A review of the department's workforce found underutilization of women and/or minorities on the following job groups:

102 Managers/Administrators	601 Clerical Support/Keyboard
202 Auditors and Accountants	602 Clerical Support/Non Keyboard
204 Other Professionals	701 Skilled Craft Workers
207 Engineers/Architects	802 Cleaning and Building Service
209 Natural Scientists	803 Transportation Occupations
210 Historical Preservationists	804 Laborers
303 Other Technicians	805 Other Service Workers
401 Protective Service	

DNR is a state Merit System agency. As such, the majority of applicant eligibility must be certified by the Office of Administration. Suitable applicants are placed on "certificates of eligibility" called registers before they can be hired into a classified positions. Individuals on these registers are ranked according to the Office of Administration's specifications. While these specifications are designed to be equitable, protected group members have, historically, ranked lower than majority members. This makes the availability of protected group members less than what might be available in the labor market. Additionally, the State of Missouri has experienced severe budget deficiencies and the department is not immune to these difficulties. DNR has had limited resources that it could use to increase applicant pools of various underutilized positions, thus making the supply of protected group members lower and limiting the ability to reach these potential applicants.

In spite of these challenges, DNR has been able to:

- Re-energized its outreach efforts, and has participated in various outreach programs which satisfied outreach and recruitment efforts for the following groups: minority and female college students, disabled constituents and constituents of lower economic status, and veterans
- Use collaborative efforts with other entities to identify statewide diversity recruitment challenges and develop better solutions to reach out to members of protected groups
- Ensure that all DNR employees receive training, particularly workplace awareness (Cultural and Workforce Diversity, Sexual Harassment) training. DNR will continue to research opportunities where employees can benefit from training
- Establish special programs to help DNR employees and the constituents of the State of Missouri.
 - The **Employee Advisory Council** (EAC) was created to foster and enhance a positive and supportive work environment among all department employees.
 - The **Multicultural Affairs Committee** (MAC) strives to create an environment in the department so employees can understand, appreciate and respect each other's cultural differences. This committee keeps the department leadership abreast of cultural diversity issues and assists in the development of progressive and workable policies.
 - The **Environmental Justice Group** (EJ Group) is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.

Department of Elementary and Secondary Education

Commissioner: Chris L Nicastro

The Department of Elementary and Secondary Education (DESE) is the administrative arm of the State Board of Education. It is primarily a service that works with educators, legislators, government agencies and citizens to maintain a strong public education system. Through its statewide school-improvement initiatives and regulatory functions, the Department strives to assure that all citizens have access to high quality public education.

The Department's duties range from early childhood to adult education services. DESE carries out the above mentioned duties through seven different divisions which include:

- Administration
- Division of Career Education
- Division of School Improvement
- Division of Special Education
- Division of Teacher Quality and Urban Education
- Division of Vocational Rehabilitation

DESE utilizes a hybrid of centralized and decentralized purchasing system. Table 24 shows the expenditures incurred by DESE during Fiscal Year 2011:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
DESE	\$506,193.72	\$3,251,701.98	\$33,004,568.05	\$36,762,464.35	1.38%	8.85%

Table 24

The table below depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchasing and Materials Management. The top four expenditures for DESE are shown on table 25 along with the level of M/WBE participation achieved.

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$467,980.26	\$2,351,948.80	\$24,574,299.11	\$38,213.46	\$899,753.18	\$8,430,269.54
	\$27,394,228.17			\$9,368,236.18	
	74.52%			25.48%	

Through purchases in contracts that have M/WBE Participation established, DESE obtained subcontracting allocations of \$250,929.10 with MBE subcontractors and \$75,908.59 with WBE subcontractors for a total of \$326,837.69. This represents 1.19%

of the department's expenditures on contracts set up through OA-DPMM.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE%
2250 Office Supplies	\$21,154.32	\$126,894.37	\$508,397.59	\$656,446.28	3.22%	19.33%
2514 Program Consult Services	\$0.00	\$160,848.00	\$2,736,392.70	\$2,897,240.70	0.00%	5.55%
2520 Educational Services	\$50.00	\$2,566,937.15	\$12,072,985.58	\$14,639,972.73	0.00%	17.53%
2544 Other Professional Services	\$0.00	\$257.77	\$12,627,665.38	\$12,627,923.15	0.00%	0.00%
2991 Agency Provided Food	\$9,247.61	\$0.00	\$702,498.22	\$711,745.83	1.29%	0.00%

Table 25

DESE's largest expenditure is incurred in Educational Services. DESE and the Office of Equal Opportunity are actively searching for providers of Occupational and Speech Therapy for children.

DESE's second largest expenditure is incurred in the category Other Professional Services. DESE uses this category to pay transportation vendors for severely disabled, school for the blind and school for the deaf.

DESE's third largest expenditure is for payments in the category of Program Consultant Services. DESE uses this category to pay consultants in their programs or to pay for contracts for education services with universities and school districts.

Workforce Diversity within the Dept of Elementary and Secondary Education

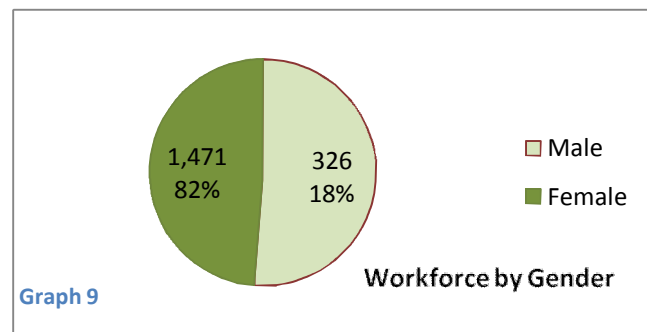
As of June 30, 2011, the workforce within the Department of Elementary and Secondary Education (DESE) consisted of 1,797 employees, a decrease of 29 employees from FY 2010. DESE houses the following divisions and groups:

- Administration
- Division of Career Education
- Division of School Improvement
- Division of Special Education
- Division of Teacher Quality and Urban Education
- Division of Vocational Rehabilitation

Table 26 and Graph 9 show the composition of the workforce at DED by race/ethnicity and gender.

		FEMALE (1,471 Employees)					MALE (326 Employees)				
Department	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Total Employees	1,797	1,297	150	11	9	4	277	41	3	5	0
Percentages		72.14%	8.34%	0.61%	0.50%	0.22%	15.41%	2.28%	0.17%	0.28%	0.00%

Table 26



Graph 9

A review of the department's workforce found underutilization of women and/or minorities on the following job groups:

- 105 Administrative Professionals**
- 401 Clerical Supervisor Keyboard (Rural)**
- 402 Clerical Supervisor Non Keyboard (Rural)**

DESE's recruiting practices include recruiting online through employment websites and advertising in local newspapers. Submitting a personnel requisition form to Human Resources begins the process to fill a vacant position.

A vacancy notice is then generated and posted on DESE's website, advertised in local newspapers, and other employment websites to attract the best possible candidates. The State of Missouri and DESE are experiencing budget constraints that limit our recruiting resources. DESE is always evaluating new opportunities for recruitment purposes, especially if there is a cost saving advantage.

DESE offers several training seminars which include sexual harassment, service excellence, and Time management. These classes are offered in a webinar style format on DESE's Intranet. This makes the trainings more accessible to employees, allowing them to view the webinars according to their schedule.

Special Efforts for 2010-2011:

Continue to list positions with Missouri Works in order to give all applicants an equal opportunity to apply for vacant positions;

Explore diversity training opportunities while continue to work with the Office of Administration's Center for Management and Professional Development;

Continue to monitor the Department's selection processes to ensure that hiring practices are fair and free of adverse impact to women and minorities;

Identify additional venues for advertising including minority newspaper and journals and our Division of Vocational Rehabilitation with vacancy notices to be sent directly to clients with disabilities.

Utilize the social media available through the Office of Equal Opportunity to advertise open position.

Department of Social Services

Director: Brian Kinkade

The Missouri Department of Social Services (DSS) core functions include child protection and permanency, access to quality health care, youth rehabilitation, and maintaining and strengthening families. DSS accomplishes these functions through the following divisions:

- Office of the Director
- Children's Division
- Family Support Division
- MO Health Net Division
- Division of Youth Services
- Division of Finance and Administration
- Division of Legal Services

This "umbrella" structure combines the efforts of related agencies and promotes a cooperative approach toward delivering social programs to Missourians in need. During Fiscal Year 2011, DSS incurred the following expenditures:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Social Services	\$4,370,634.03	\$3,382,492.53	\$121,935,795.93	\$129,688,922.49	3.37%	2.61%

The table below depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchasing and Materials Management. The top four expenditures for DSS are shown on table 27 along with the level of M/WBE participation achieved.

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$4,000,669.73	\$2,686,477.12	\$101,778,836.31	\$369,964.30	\$696,015.41	\$21,222,939.33
\$108,465,983.16			\$21,222,939.33		
83.64%			16.36%		

Through purchases in contracts that have M/WBE Participation established, DSS obtained subcontracting allocations of \$2,368,200.45 with MBE subcontractors, and \$1,821,069.22 with WBE subcontractors, for a total of \$4,189,269.67.

This represents 3.86% of the department's expenditures on contracts set up through OA-DPMM.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2544 Other Professional Services	-	\$89,388.27	\$79,448,766.78	\$79,538,155.05	0.00%	0.11%
2451 Other Health Services	-	-	\$ 8,534,404.58	\$ 8,534,404.58	0.00%	0.00%
2514 Program Consultant Services	\$309,350.00	\$39,262.90		\$19,440,675.13	1.59%	0.20%
2433 Medical & Dental Services	-	\$164.45	\$4,033,495.86	\$ 4,033,660.31	0.00%	0.00%
2541 Info Technology Consult & Svcs	\$1,068,602.61	-	\$2,723,141.62	\$ 3,791,744.23	28.18%	0.00%

Table 27

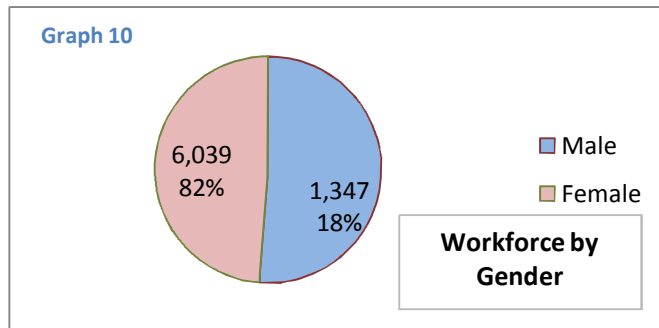
DSS is committed to purchasing goods and services from a diverse pool of vendors/contractors. The director of DSS's division of finance and administrative services is the liaison for the Contract Compliance Council. The liaison holds periodic meetings with the fiscal managers and reviews M/WBE reports to evaluate DSS' progress and propose policy and procedural changes that are necessary to comply with Executive Order 05-30. M/WBE vendors can participate as prime contractors or subcontract work through other contractors. As the pool of minority and women vendors expands, the department will continue to make every attempt to increase the percentage of goods and services purchased from these emerging resources.

Workforce Diversity within the Department of Social Services

As of June 30, 2011, the workforce within the Department of Social Services (DSS) consisted of 7,386 employees. Table 28 and Graph 10 show the composition of the workforce at DSS by race/ethnicity and gender:

		FEMALE (6,039 Employees)					MALE (1,347 Employees)				
Department of Social Services	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Total	7,386	4,900	1,036	60	20	23	1,059	256	16	11	5
Employees Percentages		66.3%	14.02%	0.81%	0.27%	0.31%	14.3%	3.46%	0.21%	0.14%	0.06%

Table 28



A review of the department's workforce found underutilization of women and/or minorities on the following job groups:

101 Officials/Administrators	103 Managers/Specialized Training
104 Other Managers	204 Other Professionals
205 Medical/Health Related	206 Teachers/Counselors
216 Purchasing Agents/Buyers	303 Other Technicians
501 Paraprofessionals	

DSS's mission is to foster cultural harmony, opportunity and productivity among employees who are diverse in age, sex, race, religion, physical ability and other areas. In order to actualize their mission, DESE considers it essential to utilize the diverse demographics of our state, by maintaining a firm commitment to the principles of Equal Employment Opportunity. The department's recruitment efforts will provide outreach to potential applicants from all walks of life and will increase the diversity of the pool of labor from which employees are selected.

During FY 2011, DSS participated in several recruitment events, many of which targeted attendance by a diverse population of potential applicants. Application materials were disseminated to potential applicants and representatives from the department were present at

various annual events and locations to assist the public in applying for vacant positions. The department continues to provide internet links to DSS's employment information on the DSS and State of Missouri home pages. Due to budget constraints, recruitment efforts have been reduced. The human resource center, divisional human resource offices and management staff in the hiring location share recruitment responsibilities.

The Office of Civil Rights (OCR) exists within DSS and is part of the Human Resource Center. OCR is responsible for working with the divisions to ensure the department's compliance with various state and federal civil rights related laws. It is also responsible for responding to external charges of unlawful discrimination filed against the department as well as investigating those complaints filed internally by employees. OCR investigates employee and client complaints of

unlawful discrimination and works with the divisions to provide technical remedial action. OCR maintains a Diversity Calendar on the DSS website; this calendar is updated monthly with information regarding state-wide culturally diverse events.

DSS conveys its commitment to a workplace free of harassing or discriminatory practices in part by providing departmental staff with ongoing civil rights training. In FY 2011, civil rights training was conducted by the Human Resource Center in various locations throughout the state. Civil rights training is currently developed and presented by the Human Resource Center through consultation with the OCR. The training modules are designed to educate and focus employees on the department's non-discrimination commitment and objectives.

Department of Health and Senior Services

Director: Margaret T. Donnelly

The Department of Health and Senior Services (DHSS) serves the citizens of Missouri by working to improve the health and quality of life for Missourians all ages. DHSS carries out the above mentioned duties through the following divisions:

- Office of the Director
- Division of Administration
- Division of Community and Public Health
- Division of Regulation and Licensure
- Division of Senior and Disability Services
- Center for Emergency Response and Terrorism
- State Public Health Laboratory
- Office of Minority Health
- Missouri Health Facilities Review Committee (MHFRC)

DHSS utilizes a centralized purchasing system. The following table shows the expenditures that DHSS incurred during FY 2011:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Health and Senior Services	\$883,941.51	\$205,823.02	\$6,832,484.66	\$7,922,249.19	11.16%	2.60%

The table below depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchasing and Materials Management. The top four expenditures for DHSS are shown on table 29 along with the level of M/WBE participation achieved.

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$866,363.25	\$181,266.06	\$879,209.34	\$17,578.26	\$24,556.96	\$5,953,275.32
\$1,926,838.65			\$5,995,410.54		
24.32%			75.68%		

Through purchases in contracts that have M/WBE Participation established, DHSS obtained subcontracting allocations of \$49,755.91 with MBE subcontractors and \$66,126.11 with WBE subcontractors, for a total of \$115,882.02. This represents 6.01%

of the department's expenditures on contracts set up through OA-DPMM.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2280 Laboratory Supplies	-	-	\$3,579,936.17	\$3,579,936.17	0.00%	0.00%
2433 Medical & Dental Services	-	-	\$2,425,325.22	\$2,425,325.22	0.00%	0.00%
2451 Other Health Services	-	-	\$934,910.44	\$934,910.44	0.00%	0.00%
2457 Express & Freight Services	-	-	\$797,677.26	\$797,677.26	0.00%	0.00%
2250 Office Supplies	\$95,263.11	\$26,201.17	\$491,751.94	\$613,216.22	15.53%	4.27%

Table 29

DHSS performed an internal analysis of its FY 2010 expenditures and the results revealed that many of the goods and services procured by DHSS are made through competitive bid or the single feasible source process. DHSS has experienced difficulty finding MBE/WBE certified vendors that provide specialized health-related goods and services.

DHSS and the Office of Equal Opportunity are collaborating to find M/WBE vendors that can provide health related goods and services and assist DHSS in reaching the goals established by Executive Order 05-30.

Workforce Diversity within the Department of Health and Senior Services

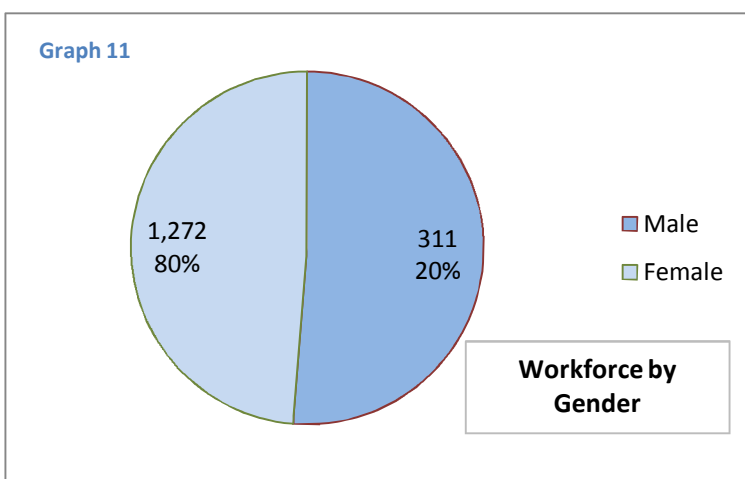
The Missouri Department of Health and Senior Services (DHSS) employed 1,583 full time employees statewide as of June 30, 2011, in the following divisions:

- Office of the Director
- Division of Administration
- Division of Community and Public Health
- Division of Regulation and Licensure
- Division of Senior and Disability Service

Table 30 and Graph 11 show the composition of the workforce by race/ethnicity and gender:

		FEMALE (1,272 Employees)					MALE (311 Employees)				
Department of Health and Senior Services	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Total Employees	1,583	1,120	129	8	10	5	274	23	4	7	3
Percentages		70.8%	8.1%	0.5%	0.6%	0.3%	17.3%	1.5%	0.2%	0.4%	0.2%

Table 30



DHSS strives to reach its goals through fair hiring practices by employing affirmative action principles. Affirmative action represents a desire and commitment from the Department to attract and maintain a diverse workforce capable of delivering services and representing citizens in a diverse population. The department conducted an underutilization of six (6) areas that make up the State of Missouri for DHSS. The underutilization calculation method used for this plan was the "Any Difference/Whole Person Rule". The following job groups show underutilization of female and/or minorities in all six regions:

- ✓ 205 Medical Health Related
- ✓ 209 Natural Scientists
- ✓ 602 Clerical Support Non-Keyboard

- ✓ 103 Managers Specialized Training
- ✓ 104 Other Managers
- ✓ 204 Other Professionals

The following job groups show underutilization in the Eastern, Southwest, Northwest, and Central regions:

- ✓ 201 Social Sciences

The following job groups show underutilization in the Eastern, and Northwest regions:

- ✓ 601 Clerical Support Keyboard

The following job groups show underutilization in the Northeast Region:

- ✓ 202 Auditors and Accountants

The following job groups show underutilization in the Eastern, Northeast, Northwest, and Central regions:

- ✓ 208 Management Analyst Personnel

Due to budget constraints, recruitment has become a shared responsibility between the Office of Human Resources and the units that are hiring. Job openings are listed on the department's website and professional Internet sites such as the National Adult Protection Association and the American Society on Aging. These associations also provide a connection to other related job boards which help to expand the number of people who could be reached with job information.

Department of Corrections

Director: George A. Lombardi

The Department of Corrections (DOC) supervises convicted felons and misdemeanants. Organized as a separate department of state government by an act of the legislature in 1981 and reorganized July 1, 1993, it is comprised of four divisions:

- Office of the Director
- Division of Human Services
- Division of Adult Institutions
- Division of Offender Rehabilitative Services
- Division of Probation and Parole

DOC has a hybrid of centralized and decentralized purchasing systems within their department. An analysis of the department's expenditures reveals the following expenses incurred during FY 2011:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Corrections	\$4,900,825.21	\$10,178,178.98	\$189,546,966.41	\$204,625,970.60	2.40%	4.97%

The table below depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchasing and Materials Management. The top four expenditures for DOC are shown on table 31 along with the level of M/WBE participation achieved.

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$4,848,683.48	\$9,994,377.46	\$167,539,181.30	\$52,141.73	\$183,801.52	\$22,007,785.11
\$182,382,242.24			\$22,243,728.36		
89.13%			10.87%		

Through purchases in contracts that have M/WBE Participation established, DOC obtained subcontracting allocations of \$3,667,926.59, with MBE subcontractors, and \$9,800,864.71 with WBE subcontractors, for a total of \$13,468,791.30.

This represents 7.38% of the department's expenditures on contracts set up through OA-DPMM.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2433 Medical and Dental Services	-	-	\$134,201,135.73	\$134,201,135.73	0.00%	0.00%
2337 Food & Dietary Supplies	-	-	\$25,317,034.73	\$25,317,034.73	0.00%	0.00%
2544 Other Professional Services	\$254,317.00	\$731.50	\$16,945,785.04	\$17,200,833.54	1.47%	0.00%
2298 Manufacturing Supplies	\$56,073.73	\$1,075.66	\$12,182,916.62	\$12,240,066.01	0.45%	0.00%
3406 Aid to Local Governments	-	-	\$37,168,793.17	\$37,168,793.17	0.00%	0.00%

Table 31

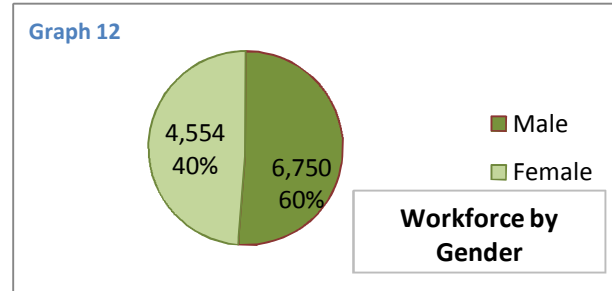
- DOC will continue to analyze spending practices at the end of each fiscal year to ensure M/WBE vendors are considered during the purchasing process
- DOC will continue to consider M/WBE vendors as priority vendors when purchasing products
- DOC will ensure purchasing authorities are educated on M/WBE utilization process

Workforce Diversity within the Department of Corrections

As of June 30, 2011, the workforce within the Department of Corrections (DOC) consisted of 11,316 employees. Table 32 and Graph 12 show the composition of the workforce at DOC by race/ethnicity and gender:

		FEMALE (4,560 Employees)					MALE (6,756 Employees)				
Department of Corrections	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Total Employees	11,316¹	4,103	395	37	11	8	6,362	298	52	21	17
Percentages		37.42%	3.43%	0.33%	0.14%	0.07%	54.93%	2.84%	0.43%	0.22%	0.18%

Table 32



DOC gathered information from the 2000 census and compared it to its current workforce; the results showed underutilization in the following job groups:

- 102 Management & Administrators (minorities)
- 201 Social Services (minorities)
- 204 Other Professionals (Female and minorities)
- 206 Teachers (minorities)
- 208 Management Analysts Personnel (Female)
- 402 Corrections Officer (Minorities)

- 501 Paraprofessionals (Female and minorities)
- 701 Skilled Craft Workers (Female)
- 801 Food Preparation Services (Minorities)
- 802 Cleaning & Bldg Srv (Female and minorities)

DOC has prepared action items to address this underutilization, always keeping in mind that the selection of employees shall be made in accordance with procedures established through the State Merit System and in compliance with state statutes to ensure selections are made on an equitable basis.

- ✓ Encourage participation in mentoring programs
- ✓ Create retention committees at worksites
- ✓ Organize and advertise cultural celebrations within the department
- ✓ Increase Compliance with exit interview process
- ✓ Develop essential functions for each position classification
- ✓ Participate in recruitment activities focused on recruitment of applicants designated in underutilized categories

DOC will continue to recruit and attempt to hire minorities and females. Statewide availability and geographical demographics in areas where department worksites are located appear to present an ongoing challenge in their pursuits.

¹ 12 employees are unknown (6 females and 6 males)

Department of Transportation

Director: Kevin Keith

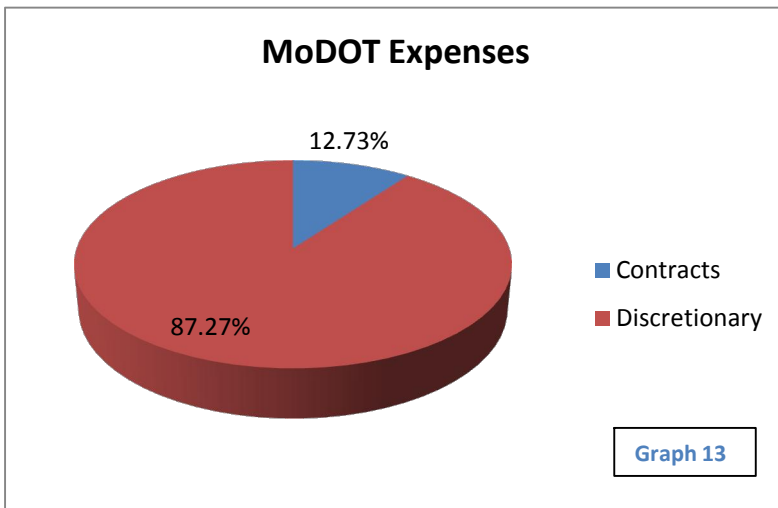
The Missouri Department of Transportation (MoDOT), under the guidance of the Missouri Highways and Transportation Commission, is committed to providing the public with a safe and modern transportation system. MoDOT is responsible for maintaining 32,800 miles of highways and 10,224 bridges throughout the state.

In addition to designing, building and maintaining roads and bridges, MoDOT works to improve airports, river ports, railroads, public transit systems and pedestrian and bicycle travel. The agency also administers motor carrier and highway safety programs. MoDOT has ten districts statewide, a Central Office in Jefferson City, which houses the following divisions:

- Director
- Audits & Investigations
- Bridge
- Chief Counsel
- Commission Secretary
- Community Relations
- Controller
- Design
- Employee Benefits
- General Services
- Governmental Relations
- Highway Safety
- Human Resources
- Information Systems
- Maintenance
- Motor Carrier Services
- Multimodal Operations
- Organizational Results
- Resource Management
- Right of Way
- Risk Management
- Traffic
- Transportation Planning
- Equal Opportunity & Diversity

During Fiscal Year 2011 MoDOT incurred the following expenditures:

Department	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Transportation	\$14,718,534.38	\$2,226,878.93	\$159,203,530.15	\$176,148,943.46	8.36%	1.26%



Graph 13 depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchasing and Materials Management.

The top five expenditures for MoDOT are shown on table 33 along with the level of M/WBE participation achieved.

Through purchases in contracts that have M/WBE Participation established, MoDOT obtained subcontracting allocation with WBE subcontractors in the following amounts: \$1,477,875.17 which represents 6.59% of the department's expenditures on contracts set up through OA-DPMM.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2331 Other Repair and Maint Supp	\$ 75,546.83	\$266,655.13	\$104,195,431.87	\$104,537,633.83	0.07%	0.25%
2544 Other Professional Services	\$514,821.92	\$2,455.47	\$34,579,776.52	\$35,097,053.91	1.46%	0.02%
2328 Motor Fuel	-	-	\$28,623,415.21	\$28,623,415.21	0.00%	0.00%
2748 Vehicles	\$86,781.00	\$7,925.00	\$11,681,107.88	\$11,775,813.88	0.73%	0.06%
2325 Vehicle Repair Supplies	-	\$2,455.47	\$ 9,366,280.42	\$9,368,735.89	0.00%	0.02%

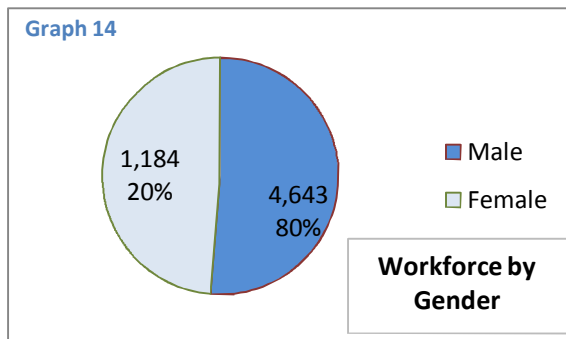
Table 33

Workforce Diversity within the Missouri Department of Transportation

As of June 30, 2010, the workforce at the Missouri Department of Transportation (MoDOT) consisted of 5,809 employees. This is 332 employees less than in FY 2010. Table 34 and Graph 14 show the composition of the workforce at MoDOT by race/ethnicity and gender.

		FEMALE (1,186 Employees)						MALE (4,623 Employees)					
Division		White	Black	Hispanic	Asian	Am Ind	Two +	White	Black	Hispanic	Asian	Am Ind	Two+
Central Office	985	407	30	4	5	2	2	503	15	6	6	4	1
District 1	387	42	1	2	1	1	4	324	2	4	0	5	1
District 2	396	41	1	0	0	0	1	344	6	1	0	1	1
District 3	359	58	0	0	0	0	0	287	10	0	0	4	0
District 4	652	98	22	3	3	2	2	427	73	9	3	9	1
District 5	471	59	4	0	0	0	0	384	8	8	1	6	1
District 6	807	117	17	1	5	0	0	565	86	7	1	7	1
District 7	392	53	0	0	0	3	2	302	3	6	1	19	3
District 8	459	58	1	1	0	6	0	378	4	4	1	6	0
District 9	417	59	0	1	0	4	0	324	2	3	2	21	1
District 10	484	57	6	0	0	0	0	386	30	1	1	3	0
Total	5,809	1,049	82	12	14	18	11	4,224	239	49	16	85	10
Employees													
Percentages		18.06%	1.41%	0.21%	0.24%	0.31%	0.19%	72.71%	4.11%	0.84%	0.28%	1.46%	0.17%

Table 34



In analyzing their workforce MoDOT found the following problem areas:

- ✓ Department underutilization of females in 36 of the 111 job groups represented
- ✓ Department underutilization of minorities in 28 of the 111 job groups represented
- ✓ The underutilization of these protected groups was found in the following job groups:
 - ✓ 102 Managers (Minority)
 - ✓ 104 Other Managers (Female)
 - ✓ 204 Professionals-Administrative (Minority)

- ✓ 701 Skilled Crafts (Female & Minority)
- ✓ Service and Maintenance (Minority)

MoDOT has created an action plan to create diversity awareness among employees:

- ✓ Coordinate quarterly Diversity Conferences to train, coach, and develop diversity and cultural competency with employees.
- ✓ Conduct monthly diversity training/workshops to expand employees' understanding of diversity
- ✓ Develop a diversity magazine to make employees aware of the diversity activities, cultures, and news throughout MoDOT.
- ✓ Coordinate various programs to celebrate diversity including: Women's Equality Day, Disability awareness, Hispanic Heritage Celebration, and Black History Celebration
- ✓ Expand programs with Jefferson City Chambers of Commerce and Jefferson City School District in order to develop a strong partnership throughout the community
- ✓ Launch affinity groups throughout MoDOT, which will include groups for Veterans, Women in Maintenance, and Minorities.

Department of Revenue

Director: Alana Barragán-Scott

The Missouri Department of Revenue (DOR) serves as the central collection agency for all state revenue. The primary duties of the department are to collect and distribute taxes, administer tax credit programs, title and register motor vehicles and boats, issue driver licenses and register and regulate motor vehicle and marine dealers.

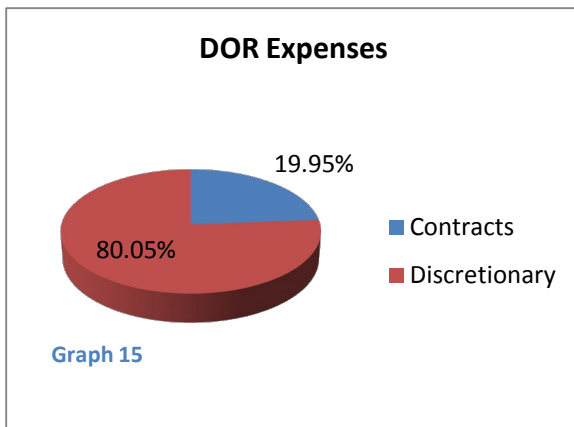
DOR carries out the above mentioned duties through the following divisions:

- **Motor Vehicle and Driver Licensing Division**
- **Taxation Division**
- **Legal Services Division**
- **Administration Division**
- **Director's Office**

DOR utilizes a centralized purchasing system. The figures below separate the expenditures that Revenue, State Tax Commission and Missouri Lottery Commission² reached during FY 2011:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
REVENUE	\$457,859.33	\$116,429.63	\$7,656,053.00	\$8,230,341.96	5.56%	1.41%
STATE TAX COMMISSION	\$112.00	\$4,045.00	\$58,745.00	\$62,902.00	0.18%	6.43%
MO STATE LOTTERY ³	\$848,341.00	\$205,850.00	\$34,226,757.00	\$35,280,948.00	2.40%	0.58%
SUB-CONTRACTING	\$424,459.00	\$508,893.00	(\$933,352.00)			
DEPARTMENT TOTALS	\$1,730,771.33	\$835,217.63	\$41,008,203.00	\$43,574,191.96	3.98%	1.93%

Graph 15 depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchasing and Materials Management.



The top five expenditures for DOR are shown on table 36 along with the level of M/WBE participation achieved.

Through purchases in contracts that have M/WBE Participation established, DOR obtained subcontracting allocations of \$428,737.33, with MBE subcontractors, and \$514,632.13 with WBE subcontractors, for a total of **\$943,369.46⁴** or 10.84% on contracts set up through OA-DPMM.

² The Missouri State Lottery is assigned to the Department of Revenue as a Type III division; DOR has no supervisory authority or control over the actions or decisions of the Lottery Commission or the director of the Lottery.

³ In accordance with RSMo 313.255, "at least ten percent of all licenses awarded to lottery game retailers..." The Lottery has a mechanism in place where M/WBE providers self-identify. Even though the amounts gained by retailers are not identified as "payments" on our reports, the impact to our economy is beneficial. Retailer Commissions and Incentives amounted to \$62,050,749.00 during FY 11, if this amount would have been included in the total expenditures column for the Lottery, it would have increased the total to \$97,331,696.50 and their participation goals would have increased to 11.18% MBE and 5.79% WBE, because 8,593,424 and 3,944,449 were paid out to MBE and WBE retailers respectively.

⁴ The MO State Lottery internally tracks M/WBE participation for some of their contracts; the agency has reported participation of \$1,343,810.58 and \$1,399,400.70 of MBE and WBE subcontractors respectively during FY 11. The MO State Lottery also is a sponsor to many events that are geared towards the minority community such as the Black Expo, Community Women against Hardship and other entities, participation in these events amounted to \$97,059 during FY11.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non -M/WBE EXPENDITURES	TOTAL EXPENDITURES		
					MBE %	WBE %
2460 Printing & Binding Services	-	\$1,567.82	\$9,231,089.20	\$9,232,657.02	0.00%	0.01%
2466 Advertising Services	\$1,819.00	-	\$7,982,966.72	\$7,982,966.72	0.02%	0.00%
2496 Other Business Services	-	-	\$8,356,947.80	\$8,356,947.80	0.00%	0.00%
2475 Collection Services	-	-	\$4,939,607.37	\$4,939,607.37	0.00%	0.00%
2544 Other Professional Serv	-	\$13,049.79	\$2,306,615.65	2,319,665.44	0.00%	0.56%

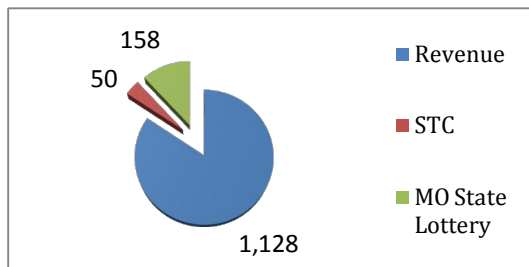
Table 36

Workforce Diversity within the Department of Revenue

The Department of Revenue's Workforce as of June 30, 2011 consisted of 1,336 employees, located in various cities in Missouri and other cities in the United States. The Department of Revenue is composed by three entities:

- Missouri Department of Revenue
- State Tax Commission
- Missouri Lottery Commission

All three entities affirmed their commitment to diversity by completing and submitting individual affirmative action reports to the Office of Equal Opportunity.



The following tables will show the composition of each entity for minorities and female employees, the underutilization on the Equal Employment Opportunity subgroups and the underutilized protected group.

Missouri Department of Revenue (DOR)

DOR is committed to recruiting,

retaining, and promoting well-qualified individuals on the basis of qualifications without regard to race, color, religion, sex, national origin, disability, age, or veteran status. DOR makes a good faith effort to strengthen the number of minority applicants in the applicant pool.

Table 37 gives a numerical and geographical breakdown for DOR.

Representatives from Personnel Services attend career fairs at local and minority-based colleges and universities, as budget permits. DOR's workforce composition

Table 38 EEO Subgroup	Underutilized Group	Location
204 Other Professionals	Female	Cape Girardeau
103 Managers /Specialized Training	Female/Minority	Jefferson City
602 Clerical Support / Non Keyboard	Female/Minority	Jefferson City
202 Auditors / Accountants	Female/Minority	KC, STL, St. Joseph
204 Other Professionals	Female	KC, STL
501 Paraprofessionals	Female/Minority	KC, Springfield

Table 37 City	# of Employees	# of Minorities	# of Females
Cape Girardeau	16	0	13
Jefferson City	921	52	731
Joplin	10	1	10
Kansas City	53	9	36
Springfield	32	2	20
St. Joseph	10	1	8
St. Louis	63	19	47
Georgia	1	0	1
Des Plaines, IL	8	3	4
Jericho, NY	11	0	4
Carrollton, TX	3	1	0
Total	1,128	88	874

can be found on table on the right. The 2010 data was calculated using the "any difference > than one rule." Underutilization is considered insignificant if it shows less than one full time employee.

Table 38 illustrates the categories and geographical location where the department was underutilized for Fiscal Year 2010. Based on the analysis conducted, six Equal Employment Opportunity subgroups show underutilization throughout the eleven regions served by DOR.

As an equal opportunity employer, DOR solicits all qualified applicants by using several sources of recruitment and posting venues, to advertise vacant positions. Internally, DOR encourages employees to take advantage of advancement

opportunities. DOR promotes this philosophy through written administrative policies and statements, which are readily available to all management and staff.

Workforce Diversity within the Missouri State Tax Commission

Missouri State Tax Commission (STC)

STC is a quasi-judicial administrative agency that performs the following functions:

1. Equalize inter-and intra-county assessments
2. Conduct de novo judicial hearings regarding valuation and classification appeals from local boards of equalization in individual assessment cases
3. Formulate and implement statewide assessment policy and procedures to comport with statutory and constitutional mandates
4. Supervise local assessing officials and local assessment programs to ensure compliance with statewide policy requirements
5. Conduct ratio studies to determine the assessment level in each county and to measure the quality of the assessment program
6. Original assessment of the distributable property of railroads and public utilities

STC oversees an assessment system which is responsible for the annual collection of property tax revenues, which serves as the financial foundation for public schools and local governmental agencies. As of June 30, 2011, STC employed 50 employees, and 25 or 50% are females. STC did not have any minorities in their workforce. Based upon the analysis conducted, the following EEO subgroups showed underutilization:

EEO Subgroup	Underutilized Group
104 Other Manager	Female
303 Other Technicians	Minority

Due to budget constraints, recruitment has become very limited and a shared responsibility between Human Resources and the hiring sections. All vacant positions are posted on our website, and in various newspapers. STC encourages advancement to current employees.

Workforce Diversity at the Missouri Lottery Commission

The core functions of the Lottery are to:

- **Recruit and license Lottery retailers**
- **Create, market and distribute Lottery Products**
- **Pay Lottery prizes and retailer commissions**
- **Collect Lottery revenues for public education**

On June 30, 2011, the Missouri Lottery Commission employed 158 employees in 13 Equal Employment categories. 16 employees or 10.12% of its workforce are minorities and 70 employees or 44.30% of its workforce are females. During FY 2011 the Lottery hired 15 new employees of which five were females and four were minorities. At the moment of this report, the Lottery does not show underutilization of females and/or minorities in any job group.

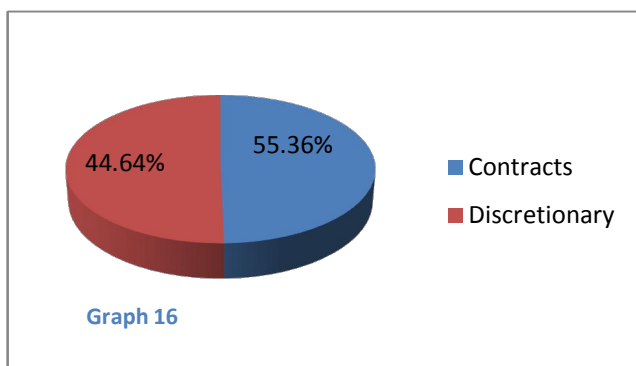
Department of Public Safety

Director: John M. Britt

The Department of Public Safety (DPS) is comprised of 10 divisions. DPS coordinates statewide law enforcement, criminal justice and public safety efforts to ensure a safe environment for Missourians. The department's mission is to provide a safe and secure environment for all individuals through efficient and effective law enforcement, national defense, disaster preparedness, service to veterans and education.

DPS utilizes a decentralized purchasing system. During FY 2011, DPS incurred the following expenses:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	TOTAL SPENT	MBE %	WBE %
DEPARTMENT TOTALS	\$9,742,980.19	\$1,527,560.65	\$63,509,555.42	\$74,780,096.26	13.03%	2.04%



Graph 16 depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchasing and Materials Management. The top expenditures for DPS are shown on table 39 along with the level of M/WBE participation achieved.

Through purchases in contracts that have M/WBE Participation established, DPS obtained subcontracting allocation in the following amounts with MBE subcontractors: \$208,657 and \$389,453.19 with WBE subcontractors for a total of **\$598,110.19** or 1.44% on contracts set up through OA-DPMM.

Table 39	MBE EXPENDITURES	WBE EXPENDITURES	Non -MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
OBJECT CODES						
2544 Other Professional Services	\$260,279.68	19,706.83	\$9,769,114.66	\$10,049,101.17	2.59%	0.19%
2748 Vehicles	\$569,121.80	-	\$11,948,722.60	\$12,517,844.40	4.54%	0.00%
2289 Pharmaceutical Drugs	-	-	\$8,426,553.52	\$8,426,553.52	0.00%	0.00%
2337 Food & Dietary Supplies	-	-	\$4,550,261.17	\$4,550,261.17	0.00%	0.00%
2705 Non Mnfrm Sftware Consult&Dev	\$149,740.00	25,826.50	\$2,109,545.38	\$2,285,111.88	6.55%	1.13%
2583 Comp Software Maint, Lic & Subsc	\$1,764,759.82	-	\$1,704,057.12	\$3,468,816.94	50.87%	0.00%

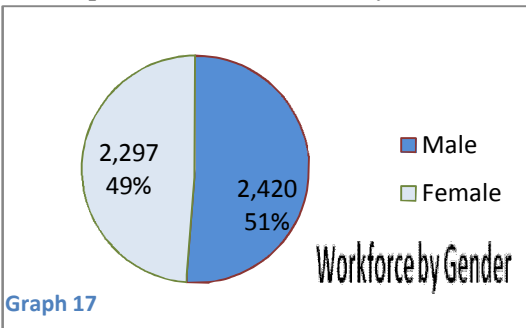
Workforce Diversity within the Department of Public Safety

The Department of Public Safety's Workforce as of June 30, 2011, consisted of 4,717 employees, located in various cities in Missouri. Table 40 and graph 17 show the composition of the workforce at DMH by race/ethnicity:

FEMALE (2,297 Employees)							MALE (2,420 Employees)				
Division	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Office of the Director	66	38	2	1	0	0	23	2	0	0	0
Division of Fire Safety	65	14	0	0	0	0	51	0	0	0	0
Office of Capitol Police	32	7	0	0	0	0	23	2	0	0	0
Division of Alcohol & Tobacco Control	25	12	1	0	0	0	9	3	0	0	0
Missouri Gaming Commission	98	56	3	0	1	0	35	2	1	0	0
Office of the Adjutant General	336	71	1	0	0	1	238	20	3	1	1
State Emergency Management Agency	58	30	0	0	0	0	27	0	0	0	1
Missouri Veterans Commission											
Central Office Administration	24	14	0	0	0	0	9	1	0	0	0
Service to Veterans Program	55	16	5	0	0	0	31	2	0	1	0
Cameron Veterans Home	224	184	1	0	3	1	33	0	2	0	0
Cape Girardeau Veterans Home	174	139	12	1	1	0	19	2	0	0	0
Mexico Veterans Home	175	143	9	0	0	1	21	1	0	0	0
Mt. Vernon Veterans Home	236	192	0	6	3	2	32	0	1	0	0
St. James Veteran Home	175	145	1	1	7	0	20	0	0	1	0
St. Louis Veteran Home	339	48	225	1	1	1	23	40	0	0	0
Warrensburg Veterans Home	227	172	8	2	7	0	34	2	1	1	0
Bloomfield Veterans Cemetery	8	1	0	0	0	0	7	0	0	0	0
Ft. Leonard Wood Veterans Cemetery	7	2	0	0	0	0	5	0	0	0	0
Higginsville Veterans Cemetery	8	1	0	0	0	0	7	0	0	0	0
Jacksonville Veterans Cemetery	6	1	0	0	0	0	5	0	0	0	0
Springfield Veterans Cemetery	11	2	0	0	0	0	9	0	0	0	0
Missouri State Highway Patrol & Water Patrol	2,368	659	35	3	3	0	1,577	52	14	8	17
Total Employees	4,717	1,947	303	15	26	6	2,238	129	22	12	19
Percentages		41.28%	6.42%	0.32%	0.55%	0.13%	47.45%	2.73%	0.47%	0.25%	0.40%

Table 40

The department of Public Safety makes efforts to recruit women and members of minority groups for job openings and for career advancement. These efforts include the following:



Graph 17

- ✓ The notation "an equal employment opportunity employer" appears on all job opportunity notices
- ✓ Department personnel with the responsibility and authority for selection and hiring shall be trained in the use of objective job-related standards in interviewing and selecting employees
- ✓ The Department advertises various job openings in primary media sources
- ✓ The department sends notices of job openings to numerous organizations, many of which make special efforts to make women and members of minority groups aware of job opportunities.

Through an internal analysis it is found that the following job groups are underutilizing minority and/or females. The presentation of underutilization is separated in two categories, table 41 includes the underutilization found at the divisions at DPS, and table 42 addresses the underutilization for the Missouri Veterans Commission only. Underutilization was not found in any of the job groups that are utilized in the cemeteries for veterans. The 2011 data was calculated using the “any difference with whole person rule.” Underutilization is considered insignificant if it represents less than one full time employee.

*Divisions used in Table 57:

10. Office of the Director
11. Division of Fire Safety
12. Office of Capitol Police
13. Division of Alcohol & Tobacco Control
14. Missouri Gaming Commission
15. Office of the Adjutant General
16. State Emergency Management Agency (**NO underutilization found**)
17. Missouri State Highway Patrol & Water Patrol (Inf)

*Divisions used in Table 58:

1. Cameron Veterans Home
2. Cape Girardeau Veterans Home
3. Mexico Veterans Home
4. Mt. Vernon Veterans Home
5. St. James Veteran Home (**NO underutilization found**)
6. St. Louis Veteran Home
7. Warrensburg Veterans Home
8. Central Office
9. Service to Veterans Program

Job Groups	<u>1</u>*	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>8</u>
Managers/Specialized Training						Female	
Other Managers						Female	
Other Professionals	Female and Minority	Minority					Female and Minority
Paraprofessionals						Female	
Other Technicians					Minority	Female and Minority	Female and Minority
Protective Services		Female and Minority	Female	Female		Female and Minority	Female and Minority
Skilled Craft Workers		Female and Minority				Female	Female and Minority
Clerical Support/Keyboard					Minority	Minority	Female and Minority
Clerical Support/Non-Keyboard						Minority	Female and Minority
Computer Professionals					Minority		
Cleaning and Building Service						Female and Minority	Female and Minority
Laborers							Female and Minority

Table 41

Job Groups	<u>1</u>*	<u>2</u>	<u>3</u>	<u>4</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
Managers/Specialized Training							Female	
Other Professionals				Female				Female
Social Workers	Minority							
Medical/Health Related			Female & Minority	Minority	Female			
Health	Minority		Minority		Female			
Paraprofessionals	Female & Minority	Minority	Minority					
Food Preparation		Minority	Minority	Minority				
Clerical Support/Non-Keyboard		Female						
Cleaning and Building Service	Minority			Minority		Minority		

Table 42

Key Policy Initiatives

OEO is fully committed to encouraging the implementation of progressive ideas regarding workforce diversity and contracting opportunities for minority and women business enterprises within the State of Missouri. We serve as a resource to our vendors, elected officials, and state employees on best practices, training and measurement through our comprehensive data analysis. Since our inception, OEO has voiced and aggressively supported our main priorities:

The development of progressive workforce policies and procedures to ensure diversification
The improvement of M/WBE procurement expenditure levels

To ensure we have the structure in place to monitor and achieve the stated objectives, OEO has developed the following key policy initiatives that will provide a foundation for this internal structure:

- Increase the number of certified vendors statewide, making OEO a focal point for and a leader in diversification and participation related issues
- Update the current CSR's to ensure private and confidential business information received from M/WBEs in the application process are closed from public viewing
- Ensure the integrity, reliability and timeliness of M/WBE expenditure information
- Improve the effectiveness and capabilities of our M/WBE database, including making it interactive with DPMM's on-line registration process
- Increase the value of certifying with the state of Missouri by offering leads to opportunities both inside and outside of state government
- Improve the regularity of communications between the Contract Compliance and Workforce Diversity Councils and the agencies affected



Picture 1: Gov. Jay Nixon presents Zoltek Companies, Inc., a St. Charles-based business that has hired four military veterans in the past year under the Show-Me Heroes program, the "Flag of Freedom" award
Picture 2: Gov. Nixon and Missouri Department of Transportation Director Kevin Keith inspect tracks outside of the Kirkwood Amtrak Station in Kirkwood, Mo.

OEO would like to thank our advocates, agencies and business owners for tirelessly assisting OEO as we work to **Make Missouri First** by creating an inclusive framework of procurement and workforce policies for the State of Missouri.

STATEWIDE PARTNERS

Kansas City

- Black Chamber of Commerce
- Hispanic Chamber of Commerce
- Greater Kansas City Chamber of Commerce
- Legislative Black Caucus Foundation
- Asian Chamber of Commerce
- National Association of Construction Contractors Cooperation (NACCC)
- Mid-America Minority Business Council
- Missouri Women's Business Center
- National Association of Women Business Owners (NAWBO)
- Urban League of KC
- Dos Mundos
- Kansas City Call
- Kansas City Star
- 103.3 FM
- 107.3 FM
- National Black MBA Association
- University of Missouri, KC
- Metropolitan Community Colleges
- Full Employment Council
- Hispanic Contractors Association
- Alpha Phi Alpha Fraternity, Inc. (various chapters)

- Alpha Kappa Alpha Sorority, Inc. (various chapters)
- Mattie Rhodes Center
- Hispanic Economic Development Corp.
- Cabot Westside Heath Center
- Hispanic Chamber of Commerce of Greater KC
- Guadalupe Centers, Inc.
- Westside housing Organization, Inc.
- Westside Housing Organization, Inc.
- LULAC Nat'l Educational Service Center
- Vista Communications
- Kansas City – City Council
- City of Kansas City
- Small Business Administration – KC
- Full Employment Council
- Kansas City Chiefs (various players)
- Kansas City Black Pages
- Ecumenical Leadership Group

Mid-Missouri

- University of Missouri – Columbia
- Lincoln University
- Jefferson City Chamber of Commerce
- National Association of Women in Construction
- Missouri Procurement and Technical Assistance Centers (MOPTAC)
- DED - DWD
- DED – Women's Council

St. Louis

- National Association for the Advancement of Colored People (NAACP) – St. Louis Branch
- National Association for the Advancement of Colored People (NAACP) – St. Louis County Branch
- St. Louis Black Leadership Roundtable
- Urban League of Metropolitan St. Louis
- St. Louis American
- St. Louis Black Pages, Inc.
- St. Louis Minority Business Council
- Clear Channel Radio (Majic 104.9 FM)
- Better Family Life, Inc.
- Hispanic Chamber of Commerce of Metropolitan St. Louis
- Lambert St. Louis International Airport DBE Program
- Harris Stowe State College
- St. Louis University
- University of Missouri – STL
- Various Asian American Organizations
- Alpha Phi Alpha Fraternity, Inc. (various chapters)
- Alpha Kappa Alpha Sorority, Inc. (various chapters)
- Iota Phi Lambda
- City of St. Louis
- Small Business Administration – St. Louis

